

NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) OVERVIEW BRIEFING

Flexibility - Accountability - Excellence

DoD 1400-25-M, April 28, 2006

- SC1910 - General
- SC1911 - Conversion into NSPS
- SC1920 - Classification (*Career Groups / Pay Schedules / Pay Bands / Occupational Codes*)
- SC1930 - Compensation Architecture Pay Policy (*Pay / Pay Administration*)
- SC1940 - Performance Management
- SC1950 - Staffing and Employment
- SC1960 - Workforce Shaping



<http://www.cpmc.osd.mil/nsps/nsps101/nsps/index.htm>

What NSPS Does Not Change



- Merit system principles
- Rules against prohibited personnel practices
- Whistleblower protection
- Veterans' preference
- Benefits (retirement, health, life, etc.)
- Antidiscrimination laws
- Fundamental due process
- Allowances and travel/subsistence expenses
- Training
- Leave and work schedules
- Other personnel systems in law (but not AcqDemo)
- Lab demo organizations (until FY 08)
- Fair Labor Standards Act

Spirals



Spiral	Coverage
Spiral 1.1, Apr 2006	CHRA (CONUS, AK, HI) (2,400 employees)
Spiral 1.2, Oct 2006	MEDCOM, OSA, MDW, USASOC & TBD
Spiral 1.2, Jan 2007	(ASA, ALT, ASC, PEOs, PMs, HQ ACA) AMC, OSA, OCONUS CHRA & TBD
Spiral 1.3, Mar 2007	To be determined
Spiral 1.4, Oct 2007	To be determined
Spiral 2, FY07 (?)	All other Army activities except exempted Lab Demos
Spiral 3, FY08 (?)	Lab Demos

Conversion

AcqDemo

**Business Management/
Technical Management
Professional
NH**

**Technical Management Support
NJ**

**Administrative Support
NK**

NSPS

**Standard Career Group
YA YB YC YP**

**Scientific & Engineering CG
YD YE YF**

**Medical CG
YG YH YI YJ**

**Investigative & Protective Services CG
YK YL YM YN**

Conversion Provisions

NSPS Federal Register, November 1, 2005

§ 9901.371 (a)An affected employee may convert from the GS system, a prevailing rate system, the SL/ST system, or the SES system (or such other systems designated by the Secretary as DoD may authorized to include under 5 U.S.C. 9902).....

Conversion Provisions

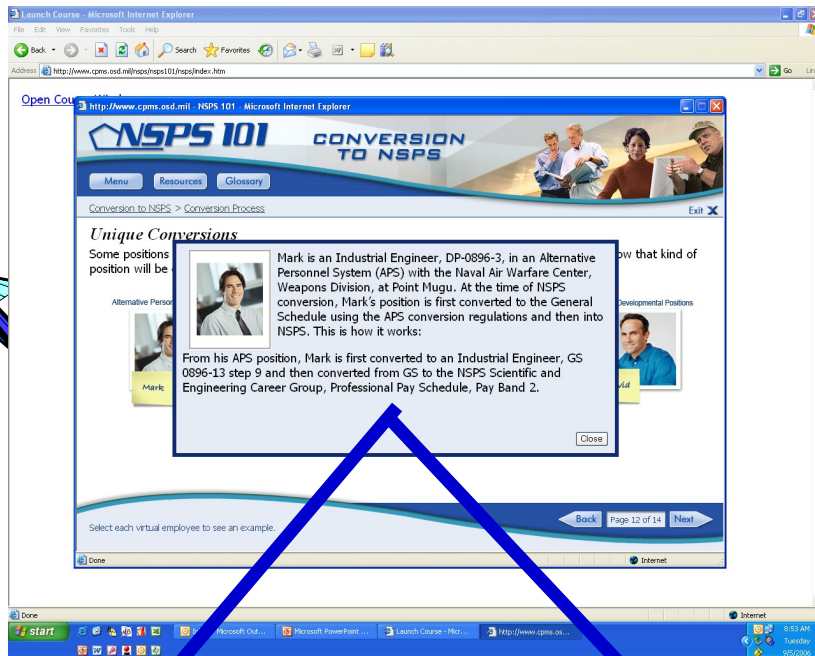
NSPS Federal Register, November 1, 2005

§ 9901.371 (b) The Secretary will issue implementing issuances prescribing the policies and procedures necessary to implement these transitional provisions.

- DoD 1400-25.M, Subchapter 1911
 - No loss in pay
 - Initially converted to appropriate career group, occupational code, pay schedule and pay band based on permanent position of record (occupation, current and target broadband, supervisory status and salary amount)
 - Conversion occurs through automated process
 - Some will convert to new Position Requirement Documents (PRDs)
 - Others will convert on their existing PRDs which will require minor updates (from old pay plan & broadband to new) BUT no changes to contents/ format
 - No Buy-In of Within-Grade-Increase for AcqDemo, but Component may authorize pro-rated base pay increase

**AcqDemo CCAS
Payout Effective Pay
Period Prior To NSPS
Conversion!**

Conversion AcqDemo to NSPS



System (APS)



<http://www.cpms.osd.mil/nsps/nsps101/nsps/index.htm>

**From APS convert to GS PS or Alternative Personnel System
then to NSPS
Is Not AcqDemo!**

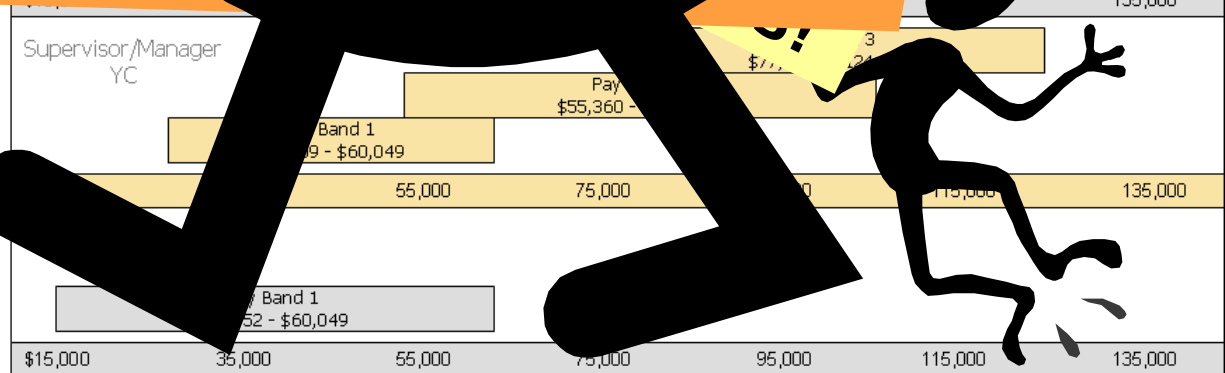
Professional / Analytical
Rate Range
Technician / Support
Rate Range
Supervisory
Rate Range
SEEP
Rate Range

10	+5 %
12	10
5	10 +5 %

How do I convert from I'm a Marketing Acquirer to a Demand Manager?

~~a maxed out
NH 5 at
\$85,578.~~

Sorry! Not +!

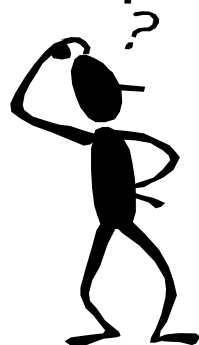


Conversion Chart (extract)



AcqDemo NH to NSPS

**Supervisory
or
Non-supervisory**



Supervisory Acq Demo CG & PBL	HSPS Schedule(s)	HSPS PB
NH - BUS & TECH MGT PROF, Level I	n/a	n/a
NH - BUS & TECH MGT PROF, Level II	YA - STND - PROF/ANALYTICAL * YD - E&S - PROF *	Pay Band 2
NH - BUS & TECH MGT PROF, Level III	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 2
2006 NH - BUS & TECH MGT PROF, Level IV Salary less than GS-14/10 + 5% [\$106,186]	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 2 **
NH - BUS & TECH MGT PROF, Level IV Salary = or greater than GS-14/10 + 5% [\$106,186]	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 3

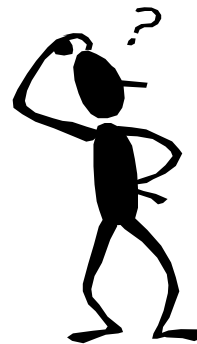
Non-Supervisory Acq Demo CG & PB	HSPS Schedule(s)	HSPS PB	Position is converted to a non-supervisory pay band but is filed and coded as supervisory in SC1920.4.4.
NH - BUS & TECH MGT PROF, Level I	YP - STUDENT ED/EMPL PGM	Pay Band 1	Review supervisory positions, to be
2006 NH - BUS & TECH MGT PROF, Level II, Salary less than GS-9/1, \$38,175	YA - STND - PROF/ANALYTICAL YD - E&S - PROF	Pay Band 1	Salary less than GS-14/10 +5% to
NH - BUS & TECH MGT PROF, Level II, Salary = or greater than GS-9/1, \$38,175 AND whose "target Level" is NH-III	YA - STND - PROF/ANALYTICAL YD - E&S - PROF	Pay Band 1	3. Where the employing Component
NH - BUS & TECH MGT PROF, Level II, Salary = or greater than GS-9/1, \$38,175 AND whose "target Level" is NH-II	YA - STND - PROF/ANALYTICAL YD - E&S - PROF	Pay Band 2	will be converted to Pay Band 3.
NH - BUS & TECH MGT PROF, Level III	YA - STND - PROF/ANALYTICAL YD - E&S - PROF	Pay Band 2	
NH - BUS & TECH MGT PROF, Level IV	YA - STND - PROF/ANALYTICAL YD - E&S - PROF	Pay Band 3	

Conversion Chart (extract)



AcqDemo NH to NSPS

Supervisory



Option

**Position
Review**

Supervisory Acq Demo CG & PBL	NSPS Schedule(s)	NSPS PB
NH - BUS & TECH MGT PROF, Level IV Salary less than GS-14/10 + 5% [\$106,186]	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 2 **
NH - BUS & TECH MGT PROF, Level IV Salary = or greater than GS-14/10 + 5% [\$106,186]	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 3
* Position is converted to a non-supervisory pay band but is titled and coded as supervisory under the mixed position criteria in SC1920.4.4.		
** As preparation for conversion, Components shall review supervisory positions, to be converted from NH-IV, and whose incumbents have a salary less than GS-14/10 +5% to determine if such positions meet the criteria for pay band 3. Where the employing Component determines the position meets the criteria, the employee will be converted to Pay Band 3.		

Standard / Scientific & Engineering	YA-1/YD-1	YA-2/YD-2	YA-3/YD-3
	\$25,195 - \$60,049	\$38,175 - \$85,578	\$74,608 - \$124,904

Standard Professional & Analytical Supervisory / Scientific & Engineering Professional Supervisory / Medical Professional Supervisory	YC-1/YF-1/YJ-1	YC-2/YF-2/YJ-2	YC-3/YF-3/YJ-3
	\$31,209 - \$60,049	\$55,360 - \$106,186	\$77,793 - \$124,904

Conversion Chart (extract)



AcqDemo NK to NSPS

Non-Supervisory Acq Demo CG & PB	NSPS Schedule(s)	NSPS PB
NJ - TECH-MGMT SPT, Level I	YB - STND - TECH/SUPPORT YE - E&S - TECH/SUPPORT	Pay Band 1
NJ - TECH-MGMT SPT, Level II, Salary less than GS-7/M, \$31,209	YB - STND - TECH/SUPPORT YE - E&S - TECH/SUPPORT	Pay Band 1
NJ - TECH-MGMT SPT, Level II, Salary = or greater than GS-7/M, \$31,209	YB - STND - TECH/SUPPORT YE - E&S - TECH/SUPPORT	Pay Band 2
NJ - TECH-MGMT SPT, Level III, Salary less than GS-11/M, \$46,189	YB - STND - TECH/SUPPORT YE - E&S - TECH/SUPPORT	Pay Band 2
NJ - TECH-MGMT SPT, Level III, Salary = or greater than GS-11/M, \$46,189	YB - STND - TECH/SUPPORT YE - E&S - TECH/SUPPORT	Pay Band 3
NJ - TECH-MGMT SPT, Level IV, Salary less than GS-13/M, \$65,832	YB - STND - TECH/SUPPORT YE - E&S - TECH/SUPPORT	Pay Band 3
NJ - TECH-MGMT SPT, Level IV, Salary = or greater than GS-13/M, \$65,832	YE - E&S - TECH/SUPPORT	Pay Band 4

Supervisory Acq Demo CG & PBL	NSPS Schedule(s)	NSPS PB
NJ - TECH-MGMT SPT, Level I	n/a	n/a
NJ - TECH-MGMT SPT, Level II	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 1
NJ - TECH-MGMT SPT, Level III	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 1
NJ - TECH-MGMT SPT, Level IV	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 2

Conversion Chart (extract)



AcqDemo NK to NSPS

Non-Supervisory Acq Demo CG & PB	NSPS Schedule(s)	NSPS PB
NK - ADMIN SPT, Level I	YB - STND - TECH/SUPPORT YI - MED - TECH/SUPPORT	Pay Band 1
NK - ADMIN SPT, Level II, Salary less than GS-7/1, \$31,209	YB - STND - TECH/SUPPORT YI - MED - TECH/SUPPORT	Pay Band 1
NK - ADMIN SPT, Level II, Salary = or greater than GS-7/1, \$31,209	YB - STND - TECH/SUPPORT YI - MED - TECH/SUPPORT	Pay Band 2
NK - ADMIN SPT, Level III	YB - STND - TECH/SUPPORT YI - MED - TECH/SUPPORT	Pay Band 2

Supervisory Acq Demo CG & PBL	NSPS Schedule(s)	NSPS PB
NK - ADMIN SPT, Level I	n/a	n/a
NK - ADMIN SPT, Level II	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 1
NK - ADMIN SPT, Level III	YC - STND - SUPVY/MGR YF - E&S - SUPVY/MGR YJ - MED - SUPVY/MGR	Pay Band 1

2006 NSPS Worldwide Pay Table



Department of Defense National Security Personnel System Worldwide Pay Table Schedule 1, Effective April 30, 2006			
Standard Career Group			
Pay Schedules	Base Salary (Per Annum)		
Professional / Analytical (YA)	Minimum		Maximum
Pay Band 1	\$25,195	-	\$60,049
Pay Band 2	\$38,175	-	\$85,578
Pay Band 3	\$74,608	-	\$124,904
Technician / Support (YB)	Minimum		Maximum
Pay Band 1	\$16,352	-	\$36,509
Pay Band 2	\$31,209	-	\$54,649
Pay Band 3	\$46,189	-	\$71,965
Supervisor / Manager (YC)	Minimum		Maximum
Pay Band 1	\$31,209	-	\$60,049
Pay Band 2	\$55,360	-	\$106,186
Pay Band 3	\$77,793	-	\$124,904
Student (YP)	Minimum		Maximum
Pay Band 1	\$16,352	-	\$60,049
Authority: This schedule of minimum and maximum rates has been established under the authority of paragraphs 9901.321 and 9901.322 of title 5, Code of Federal regulations.			

NSPS Local Market Supplement

AcqDemo Locality Pay



Department of Defense National Security Personnel System Schedule #1 - Effective April 30, 2006	
Area	Standard Local Market Supplement
Atlanta-Sandy Springs-Gainesville, GA-AL	15.10%
Boston-Worcester-Manchester, MA-NH-ME-RI	19.99%
Buffalo-Niagara-Cattaraugus, NY	13.52%
Chicago-Naperville-Michigan City, IL-IN-WI	21.15%
Cincinnati-Middletown-Wilmington, OH-KY-IN	17.08%
Cleveland-Akron-Elyria, OH	15.41%
Columbus-Marion-Chillicothe, OH	14.85%
Dallas-Fort Worth, TX	16.39%
Dayton-Springfield-Greenville, OH	13.83%
Denver-Aurora-Boulder, CO	19.49%
Detroit-Warren-Flint, MI	21.00%
Hartford-West Hartford-Willimantic, CT-MA	21.30%
Houston-Baytown-Huntsville, TX	26.37%
Huntsville-Decatur, AL	13.35%
Indianapolis-Anderson-Columbus, IN	12.85%
Los Angeles-Long Beach-Riverside, CA	23.18%
Miami-Fort Lauderdale-Miami Beach, FL	17.84%
Milwaukee-Racine-Waukesha, WI	14.74%
Minneapolis-St. Paul-St. Cloud, MN-WI	17.31%
New York-Newark-Bridgeport, NY-NJ-CT-PA	22.97%
Philadelphia-Camden-Vineland, PA-NJ-DE-MD	18.04%
Phoenix-Mesa-Scottsdale, AZ	12.65%
Pittsburgh-New Castle, PA	13.81%
Portland-Vancouver-Beaverton, OR-WA	17.16%
Raleigh-Durham-Cary, NC	15.57%
Richmond, VA	14.15%
Sacramento--Arden-Arcade--Truckee, CA-NV	17.91%
San Diego-Carlsbad-San Marcos, CA	19.19%
San Jose-San Francisco-Oakland, CA	28.68%
Seattle-Tacoma-Olympia, WA	17.93%
Washington-Baltimore-Northern Virginia, DC-MD-PA-VA-WV	17.50%
Rest of U.S.	12.52%

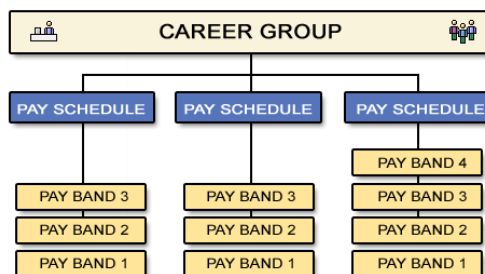
**NSPS
Same As
GS
And
AcqDemo**

General Schedule AcqDemo Calendar Year 2006 Locality Rates		
Locality Rate	Locality Code	Locality Pay Areas
15.10%	AT	Atlanta
19.99%	BO	Boston
21.15%	CH	Chicago
17.08%	CI	Cincinnati
15.41%	CL	Cleveland-Akron
14.85%	CO	Columbus
16.39%	DA	Dallas-Fort Worth
13.83%	DG	Dayton-Springfield
19.49%	DN	Denver-Boulder-Greeley
21.00%	DT	Detroit - Warren, MI
21.30%	HA	Hartford
26.37%	HO	Houston-Galveston-
13.35%	HU	Huntsville, AL
12.85%	IN	Indianapolis
12.52%	KC	Kansas City MO-KS
23.18%	LA	Los Angeles-Riverside-
17.84%	MI	Miami-Fort Lauderdale
14.74%	ML	Milwaukee
17.31%	MN	Minneapolis-St. Paul
22.97%	NY	NY (Fort Monmouth/Piscataway)
18.04%	PH	Pittsburgh
13.81%	PI	Philadelphia-Wilmington-
17.16%	PO	Portland-Salem, OR-WA
15.57%	RA	Raleigh-Durham-Cary NC
14.15%	RI	Richmond-Petersburg,
17.91%	SA	Sacramento-Yolo, CA
19.19%	SD	St. Louis, MO-IL
28.68%	SJ	San Diego
12.52%	SL	San Francisco
17.93%	ST	Seattle
17.50%	WA	DC-Baltimore, DC-MD-VA-
12.52%	ZX	Rest of US

Classification

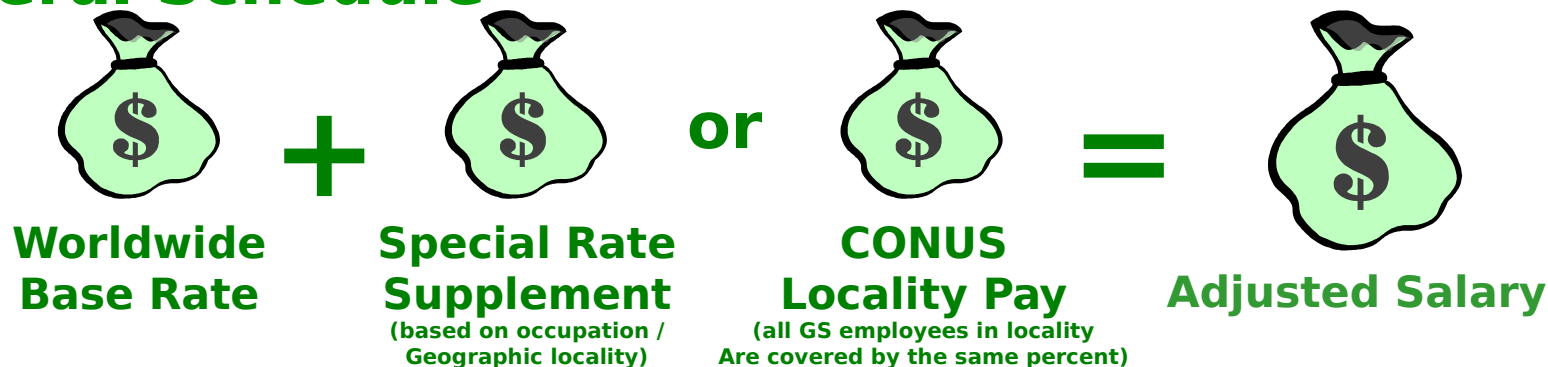


STANDARD CAREER GROUP <ul style="list-style-type: none"> • Professional/Analytical (YA) • Tech/Support (YB) • Student Employment (YP) • Supervisor/Manager (YC) <p>71% of DoD workforce</p>	INVESTIGATIVE & PROTECTIVE SERVICES CAREER GROUP <ul style="list-style-type: none"> • Investigative (YK) • Fire Protection (YL) • Police/Guard (YM) • Supervisor/Manager (YN) <p>6% of DoD workforce</p>
MEDICAL CAREER GROUP <ul style="list-style-type: none"> • Physician/Dentist (YG) • Professional (YH) • Tech/Support (YI) • Supervisor/Manager (YJ) <p>5% of DoD workforce</p>	ENGINEERING & SCIENTIFIC CAREER GROUP <ul style="list-style-type: none"> • Professional (YD) • Tech/Support (YE) • Supervisor/Manager (YF) <p>18% of DoD workforce</p>

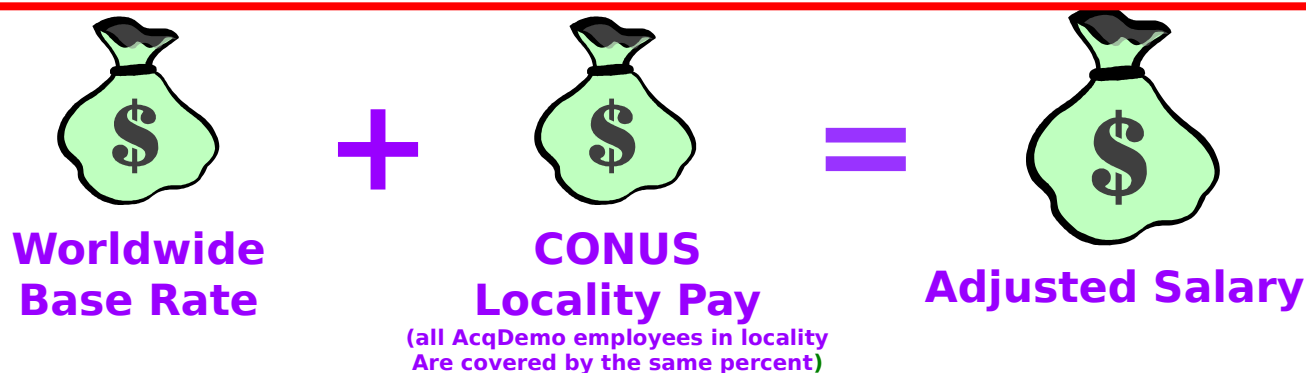


Compensation

General Schedule



AcqDemo



NSPS



General Pay Increase → Rate Range Adjustment*

Locality → Local Market Supplement*

*Set by the Secretary of Defense

- Army will delegate pay setting approval authority to MACOMs with supplemental guidance
- Pay setting determinations will be based on:
 - Labor market considerations
 - Special requirements of a particular position
 - Level of education and experience of the candidate
 - Scarcity of qualified applicants
 - Program needs
 - Current salary of the candidate
 - Other appropriate criteria

Reassignments



- Voluntary reassignment (to include temporary reassignments) – Employees are eligible for a discretionary increase



Employee-initiated – May receive up to a 5% increase in a 12-month period*



- **Management-directed** – May receive up to a 5% increase with each reassignment (multiple reassignments and each reassignment eligible for up to 5% increase)*

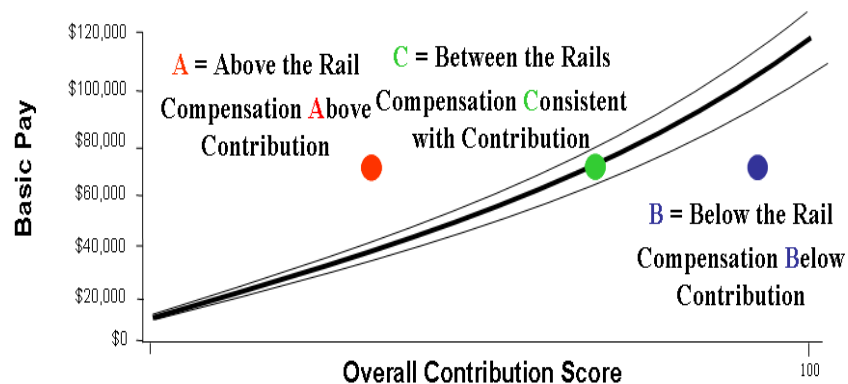
- Involuntary reassignment through adverse action procedures (as result of poor performance and/or misconduct)

AcqDemo OP 5.10 Adverse Action and 5.10.1 Contribution-based Action - reduced by at least 6% but no lower than the minimum salary of the broadband to which assigned.



Employees may receive a reduction in pay up to a 10% reduction in pay in a 12-month period

*unless this would cause the employee's pay to exceed the maximum of the new rate



Expected OCS Calculator

Enter Base Salary		Expected OCS Range		
Enter Base Salary	Expected OCS =	Upper Rail	SPL	Lower Rail
\$37,123	40	44	48	

Problem Solving

Teamwork / Cooperation

Communication

Customer Relations

Resource Management

Leadership / Supervision

Performance Management



		NH	NJ	NK
		Business and Technical Professional	Technical Support	Administrative Support
LEVELS		Point Range	Point Range	Point Range
IV	Very High	115	95	70
	High	96 - 100	79 - 83	
	Med	84 - 95	67 - 78	
	Low	79 - 83	61 - 66	
III	High	79 - 83	62 - 66	57 - 61
	Med	67 - 78	52 - 61	47 - 56
	Low	61 - 66	43 - 51	38 - 46
II	High	62 - 66	47 - 51	42 - 46
	M - H	51 - 61	41 - 46	
	Med	41 - 50	36 - 40	30 - 41
	M - L	30 - 40	30 - 35	
I	High	24 - 29	24 - 29	24 - 29
	Med	6 - 23	6 - 23	6 - 23
	Low	0 - 5	0 - 5	0 - 5

Table 4. Point Ranges

Details in the Performance Management Training Course



Job Objective Rating	Descriptors
5	Employee exceeded the assigned job objective at a level of performance equal to, or above, the Level 5 performance indicator
4	Employee exceeded the assigned job objective at a level of performance above the Level 3 performance indicator but below the Level 5 performance indicator
3	Employee met the assigned job objective at a level of performance equal to the Level 3 performance indicator
2	Employee met the assigned job objective at a level of performance below the Level 3 performance indicator or needed guidance and assistance beyond that described in the Level 3 performance indicator
1	Employee failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss
NR	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be accomplished due to extenuating circumstances

Performance Indicators Professional and Analytical Pay Schedule – Pay Band 2	
Level 3	Level 5
<ul style="list-style-type: none"> Completes work that supports mission-related objectives, anticipating and overcoming difficult obstacles by using established methods; ensures completed work is technically sound, accurate, thorough, documented, and meets applicable authorities, standards, policies, procedures, and guidelines. Plans, organizes, prioritizes, and schedules own work activities to complete assignments in a timely and effective manner and makes adjustments to respond to changing situations. Demonstrates a willingness to accept and execute new assignments and responsibilities. Demonstrates high standards of professional conduct and represents the organization effectively. 	<p>Performs all the elements of Level 3 and:</p> <ul style="list-style-type: none"> Achieves outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level. Persists in overcoming obstacles and puts forth extra effort to accomplish difficult assignments when demands are very heavy. Seeks out new responsibilities, assignments, and opportunities to contribute beyond what is expected. Exhibits the highest standards of professionalism.

- Technical Proficiency
- Critical Thinking
- Cooperation / Teamwork
- Communication
- Customer Focus
- Resource Management
- Leadership

Performance Management

CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Technical Proficiency	
Work Behaviors	
<ul style="list-style-type: none"> Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities. Stays up-to-date in professional/technical specialties. Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities. Uses appropriate and available technology or tools to perform work activities. Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures. Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments. 	
Band 2	
Expected	Enhanced
<ul style="list-style-type: none"> Applies substantive knowledge and skills (including use of appropriate technology or tools) to independently perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate. Acquires, develops, and maintains relevant job skills through a variety of methods. Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance and contribute to work unit performance. Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities. 	<p>Additions at the Enhanced level:</p> <ul style="list-style-type: none"> Applies depth and breadth of knowledge to independently perform well on the most complex or varied assignments at this level. Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. Is frequently consulted by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.

Contributing Factor Impact	Descriptors
+1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Enhanced benchmark descriptor(s).
0 (Neutral)	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Expected benchmark descriptor(s) but below that described by the Enhanced benchmark descriptor(s).
-1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance below the description provided in the Expected benchmark descriptor(s).

Rating of Record Descriptor	Rating of Record	Shares
Role Model	5	5 – 6
Exceeds Expectations	4	3 – 4
Valued Performer	3	1 – 2
Fair	2	0
Unacceptable	1	0

- Core Characteristics
 - Results-oriented, mission-focused
 - Clear and understandable objectives (fair, credible, and transparent)
 - Direct link between pay and performance and mission accomplishment
 - Reflect meaningful distinctions in employee performance
 - Robust (capable of supporting pay decisions)
- Design Improvements
 - Job objectives -the “What”-are the primary focus
 - Manner of performance -the “How”-influence the objective rating
 - Simplified the design
 - Supervisors are rated on at least one supervisory objective

General Pay Increase → Rate Range Adjustment*

Locality → Local Market Supplement*

CRI → Performance-Based Increase to Base Salary

CA → Performance-Based Bonus

*Set by the Secretary of Defense

Performance Payout



- Performance payout may be paid as a:
 - Base salary increase
 - Bonus
 - Combination of the two

Who's Involved?



Employee	Keeps track of accomplishments, provides information to rating official, assists in establishing job objectives.
Rating Official	Immediate supervisor. Establishes job objectives and performance expectations, monitors performance, rates employees, recommends rating, shares, and distribution to second level reviewer and pay pool panel.
Guest Rater	Another person for whom the employee has worked during the rating cycle, e.g., on detail, who provides input to the rating official on an employee's performance.
Second Level Reviewer	Manager above supervisor. Reviews and adjusts recommended ratings, shares, and distribution from rating official(s).
Pay Pool Panel	Comprised of managers who review and recommend final ratings, shares, and distributions ("reconciliation") to the pay pool manager.
Pay Pool Manager	Senior manager who makes final decisions on all ratings, shares, and distributions. Appoints pay pool panel members and makes certification decisions. Initial review on employee requests for reconsideration.
Performance Review Authority	Higher level review body that looks into employee requests for reconsideration.

CCAS -to- NSPS Contribution/Performance Objectives Cross

Activity / PEO Strategic Objectives

Coordinate Activities (e.g. Directorate/PM/Division/Branch) Objectives Tied to Activity Objectives

CCAS Contribution Objectives NSPS Performance Objective Contributing Factor

- Problem Solving
 - Contribution Objective 1
"What→Expected Results/Impact"
 - Contribution Objective 2
"What→Expected Results/Impact"
 - Contribution Objective 3
"What→Expected Results/Impact"
- Teamwork / Cooperation
 - Contribution Objective 1, 2 (Again)
- Customer Relations
 - Contribution Objective 2 (Again)
- Leadership/ Supervision
 - Contribution Objectives 1, 2, 3 (Again)
- Communications
 - Contribution Objectives 1, 3 (Again)

- Performance Objective #1
 - The "What" Linked to Strategic Objectives
 - Performance Objective #2
 - The "What" Linked to Strategic Objectives
 - Performance Objective #3
 - The "What" Linked to Strategic Objectives
 - Performance Objective #4
 - The "What" Linked to Strategic Objectives
 - Performance Objective #5
 - The "What" Linked to Strategic Objectives
- (Recommend 3-5 Objectives)

- "The How"
(Select All That Apply)
- Technical Proficiency
 - Critical Thinking
 - Cooperation/Teamwork
 - Communication
 - Customer Focus
 - Resource Management
 - Leadership
- (Recommend no more than 3 Contributing Factors)

DoD 1400.25-M

SC1940 Subchapter 1940

Performance Management

Performance Management AcqDemo vs. NSPS



AcqDemo

- Ratings based on **contribution** objectives
- One cycle (1 Oct – 30 Sep)
- Rating scale **100** (top) to **1** (bottom) (*Very High 115, 95, 70*)
- Most employee ratings are anticipated to be **Between the Rails**
- 90 day minimum rating period
- Pay Pool Manager approves ratings

NSPS

- Ratings based on **job** objectives
- One cycle (1 Oct – 30 Sep)
- Rating scale **5** (top) to **1** (bottom)
- Most employee ratings are anticipated to be **level 3** (valued performer)
- 90 day minimum rating period
- Pay Pool Manager approves ratings

- Performance Management Cycle: Oct. 1 –Sept. 30
- First Performance Management Cycle: Jan 21, 2007 to Oct 31, 2007
- Framework of the policy follows the cycle
 - Setting performance expectations
 - Monitoring employee performance
 - Developing employees
 - Performance deficiencies
 - End of year performance assessment
 - Rating methodology
 - Pay pool policies and procedures
 - Rewarding performance
 - Challenging the rating of record

Minimum Period of Performance



- Employees must be employed in an NSPS position and performing under an approved NSPS performance plan for 90 days during the current appraisal period.
- Employees who have performed the minimum period will be issued a rating of record.

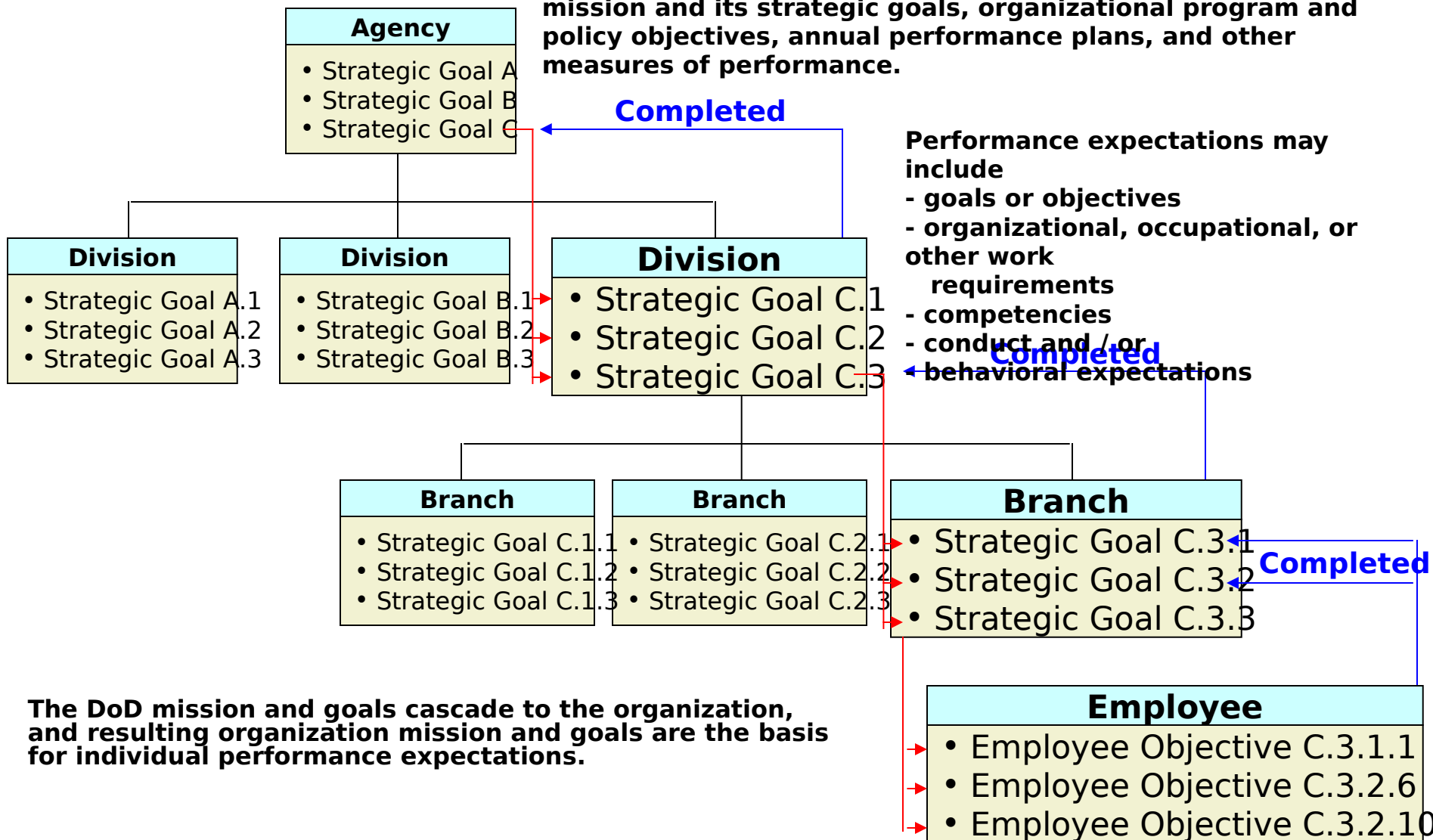
Specialty Situated Employees - Appendix SC1940 AP1 (Yes, if they are in NSPS and have minimum of 90 days under NSPS performance plan)

- Employees performing military service
- Employees absent due to work related injury
- Employees returning to duty after being in worker's compensation status (and did not receive worker's compensation benefits for the entire rating period and/or did complete minimum period)
- Employees on temporary assignment
- Employees performing union activities (time performing union-related activities, e.g., official time (100% official time) do not count toward the minimum period)
- Employees do not have minimum period due to administrative error (shall extend appraisal period but will not delay effective date of payout for individual or pay pool)
- Employees who change jobs after the last day of the appraisal period and before the effective date of the payout (losing pay pool rates, payout will be calculated and paid based on pay pool funding and share valuation of gaining pay pool)

Setting Performance Expectations



Performance expectations shall support and align with the DoD mission and its strategic goals, organizational program and policy objectives, annual performance plans, and other measures of performance.



The DoD mission and goals cascade to the organization, and resulting organization mission and goals are the basis for individual performance expectations.

Communicating Performance Expectations



- Performance Management
 - Setting the plan
 - Interim Review
 - Dialogue and feedback throughout the year
 - End of year rating assessment
- Pay Pool Management
 - Pay pool composition
 - Pay pool panel membership
 - General pay pool policies
 - Factors considered for share assignment

- Performance expectations expressed in writing
- Supervisors and employees work together to establish expectations of performance using the framework of:
 - Job objectives and performance indicators
 - Weight of each job objectives
 - Standard contributing factors
 - Examples of how the supervisor expects the employees
 - to exhibit contributing factors in the execution of assigned duties and
 - how these factors could modify ratings on job objectives
 - Measures of job objective accomplishment (quantitative, qualitative, timeliness) and
 - Developmental expectations



Problem Solving

Teamwork / Cooperation

Communication

Customer Relations

Resource Management

Leadership / Supervision

Technical Proficiency

Critical Thinking

Cooperation / Teamwork

Communication

Customer Focus

Resource Management

Leadership



Contribution Factors


- basis for assessing contribution
- describe the individual/organizational results and effectiveness


Contributing Factors


- are attributes of job performance that are significant to the accomplishment of individual job objectives
- describe the manner in which a job objective is accomplished, impact of the


Mandatory Job Objective(s) for Supervisors



- 

• A supervisor's performance plan, including performance plans for supervisors under the NSPS performance system who supervise employees under a non-NSPS system, shall include at least one supervisory job objective.
- 

• This job objective may require accountability for the effective administration of NSPS (if applicable), EEO, and/or other Component-specific requirements.
- 

• Applicable policies for which supervisors will be held accountable include, but are not limited to, those documented in this subchapter and supplemental guidance issued by DoD and/or Components as well as those in other laws or regulations.
- 

• A mandatory job objective will hold supervisors accountable for carrying out the responsibilities outlined in the implementing issuances and subsequent Component policy and guidance.


Example - Supervisory Job Objectives



- **Mandatory Standard Army Supervisory Objective**


Execute the full range of human resources (including performance management as outlined in DoD 1400.25-M, SC1940.5.7.4.) and fiscal responsibilities within established timelines and in accordance with applicable regulations. Adhere to merit principles. Develop a vision for the work unit; align performance expectations with organizational goals. Maintain a safe work environment and promptly address allegations of noncompliance. Ensure EEO/EO principles are adhered to throughout the organization. Ensure continuing application of, and compliance with, applicable laws, regulations and policies governing prohibited personnel practices; promptly address allegations of prohibited discrimination, harassment, and retaliation. **(Army SC1940 - Appendix 6)**

- On Going Feedback and Dialogue
 - Acknowledge accomplishments
 - Reinforce positive behaviors
 - Anticipate and address difficulties, and remedy shortfalls
- Interim Review
 - Required at least once during the performance management cycle; should be informative and developmental
 - Check progress towards objectives, making necessary adjustments

- Any time management determines an employee is failing to meet expectations, management must take steps to promptly address the employee's unacceptable performance.
- Any time an employee is performing at an unacceptable level, including the proposed assignment of a Level 1 rating of record, timely and appropriate management action is critical.
- • An adverse action may be taken independent of the processes / procedures for appraising and rating performance.
- When addressing unacceptable performance, the supervisor shall identify and communicate to the employee the specific performance expectation(s) that require improvement.
- When determining what corrective action to take to address unacceptable performance, supervisors will take into account the circumstances, including the nature and gravity of the unacceptable performance and its consequences. Supervisors may also take into account knowledge deficiencies, as applicable.

Options to Address Unacceptable Performance



- Supervisors will address unacceptable performance with one or more remedial, corrective actions that address the problem.
- Supervisors should consider the broad range of options available to address unacceptable performance which includes, but is not limited to, the following:
 - remedial training,
 - an improvement period,
 - a reassignment,
 - an oral or written warning,
 - a letter of counseling,
 - a written reprimand, and / or
 - adverse actions.
-  Although there is no requirement for the establishment of a formal performance improvement period before management may initiate an adverse action, supervisors should consider this intervention.

End of Year Performance Assessment



- Employee Self-Assessment
- Supervisory Assessment of Employees



- Assessment of Supervisors - Performance assessments for supervisors at every level will include assessment and measurement of how well they

- plan,
- monitor,
- develop,
- correct, and
- assess

subordinate employees' performance in accordance with this subchapter.

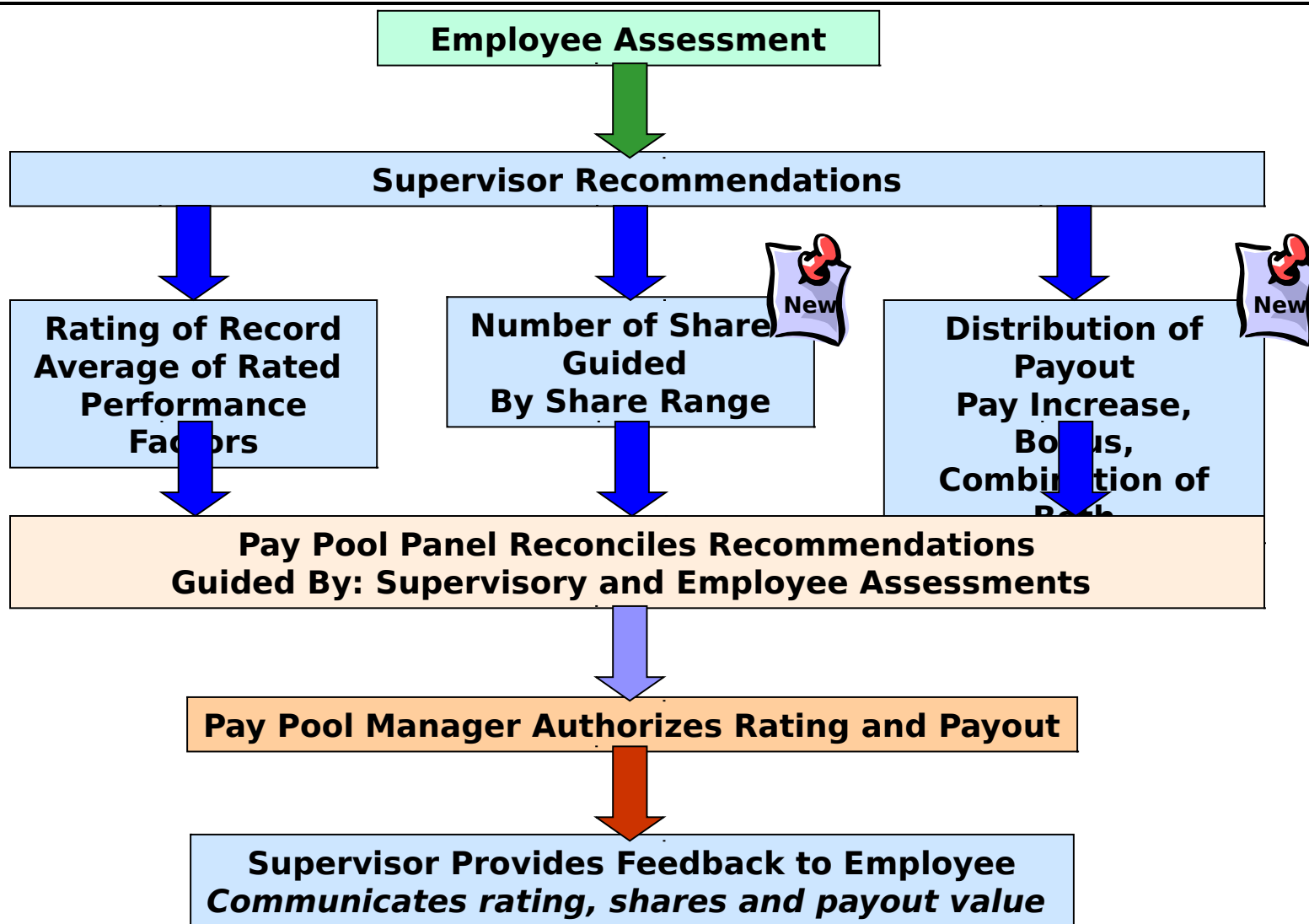
Early and Special Purpose Ratings



- Early Annual Recommended Rating of Record
 - Within 30 days of the close of the appraisal period



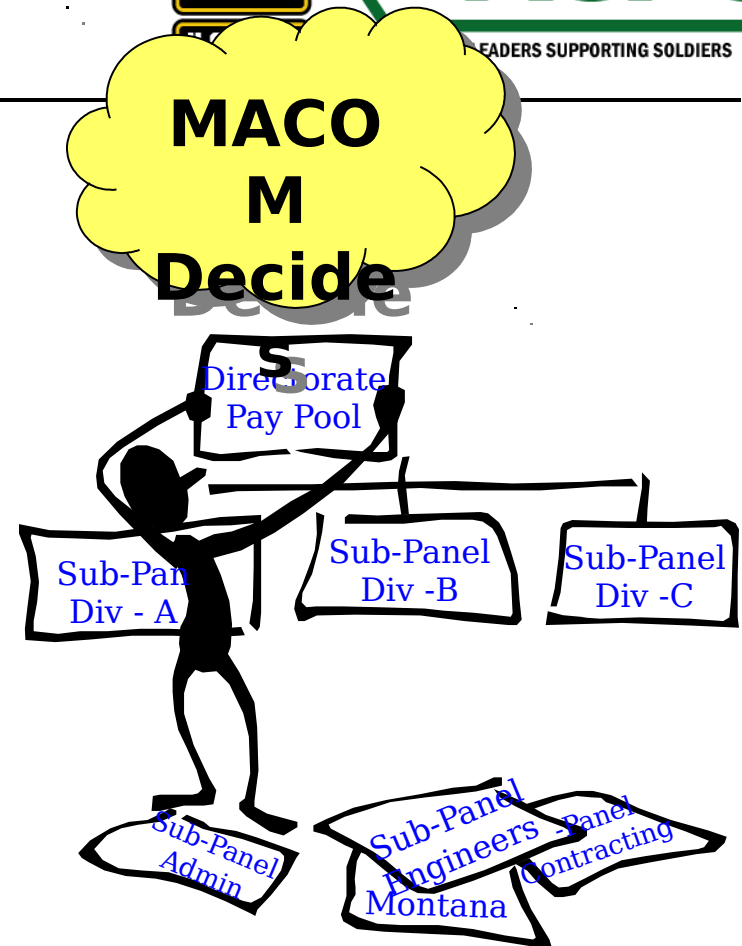
- Special Purpose Rating of Record
 - Does not affect current pay
 - Applies to employees with a rating of record Level 1 who improve performance
 - Becomes the current rating of record for the remainder of the appraisal period
 - Follows procedures established for annual rating of record
 - Occurs during the appraisal period



Pay Pool Policies and Procedures



- Potential Pay Pool Constructs
 - Along organizational lines
 - Mission/Mission Support
 - By function
 - Career Groups
 - Pay Bands
 - Occupation
 - By geographic location
 - By workforce
- Business Rules

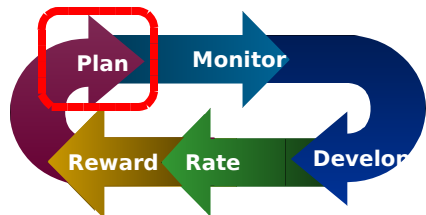




Employees are rated on

“What” is expected to be accomplished – Job Objective

“How” it was accomplished – Contributing Factors



Technical Proficiency

Critical Thinking

Cooperation and Teamwork

Communication

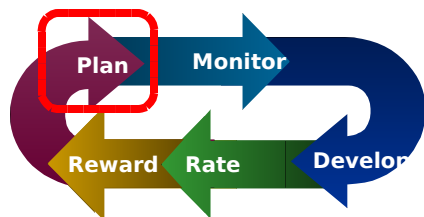
Customer Focus

Resource Management

Leadership

• **Contributing Factors = “How”**

- Selected for each objective
- Attributes of job performance that are significant to the accomplishment of individual job objectives
- Further defined by “work behaviors” and “benchmark descriptors”
- Standard across DoD
- Described at the “solid” and “superior” level
- Generally, no more than three contributing factors identified for each job objectives (SC 1000.5 (5-7))
- “Leadership” must be selected for the mandatory supervisory job objective
- “Leadership” may be assigned to any employee who is responsible for directing work and developing other employees



Rate Employee Performance



▪ Minimum period of performance

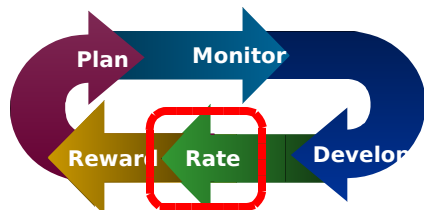


- Employees must be employed in an NSPS position and performing under an approved NSPS performance plan for 90 days during the current appraisal period

- Employees who have performed the minimum period will be issued a rating of record



- Rating period may be extended beyond standard cycle in limited circumstances (such extension may not delay the effective date of the payout for either the individual employee or the pay pool)






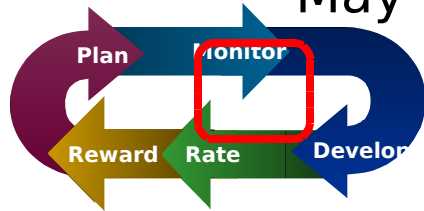
▪ **Early Annual Recommended Rating of Record**

- Within 90 days of the close of the appraisal period



▪ **Special Purpose Rating of Record**

- Does not affect current pay
-  - Only applicable to employees with a rating of record Level 1 who improve performance
- Becomes the current rating of record for the remainder of the appraisal period
- Special purpose ratings subject to same pay pool process as end of appraisal period ratings
- May occur during the appraisal period

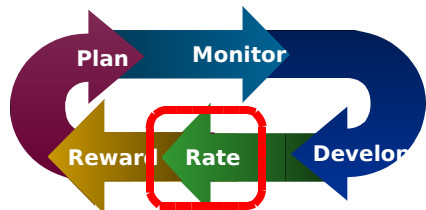
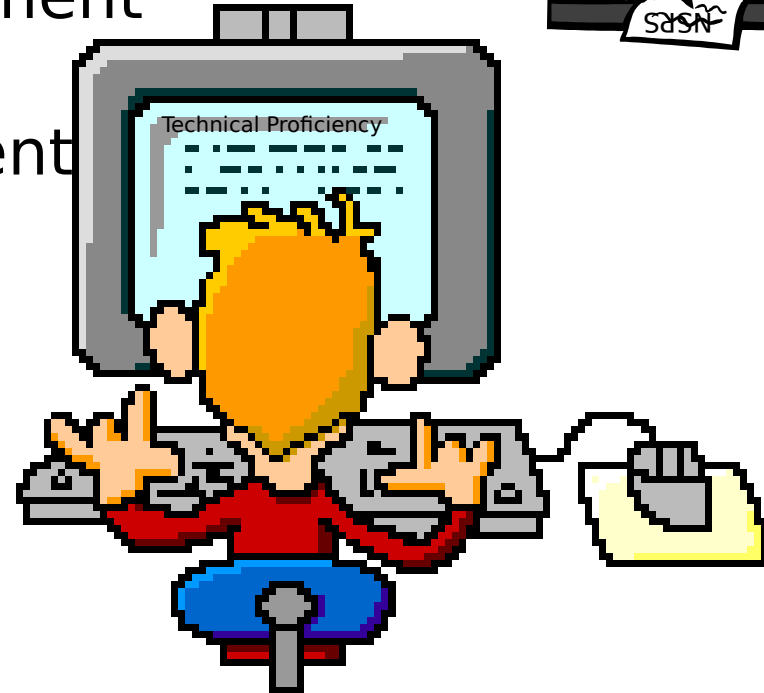


Rate Employee Performance



- **End-of-Year Performance Assessment**

- Employee self-assessment
- Supervisory assessment

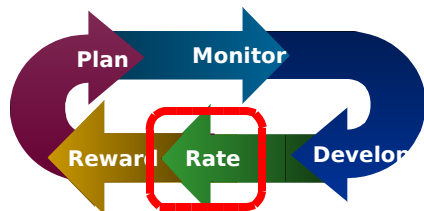


Rate Employee Performance



▪ Employee self-assessment

- Provides an opportunity for the employee to describe their accomplishments relative to performance expectations, including job objectives and associated contributing factors, organizational mission and goals, team goals, etc.
- Input will assist the rating official in evaluating more fully the employee's performance and results of that performance
- To facilitate completing the self-assessment, employees are encouraged to maintain a record of their performance throughout the appraisal period

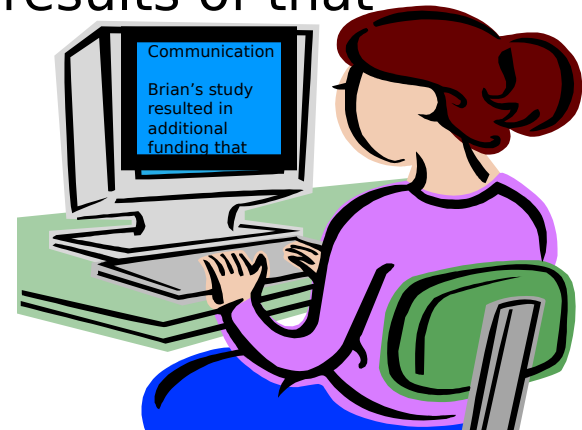
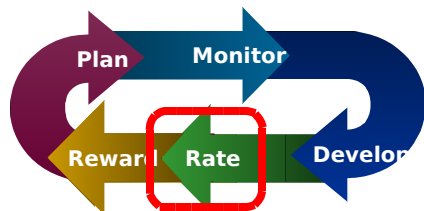


Rate Employee Performance



▪ Supervisory Assessment

- Rating official must prepare a narrative assessment describing the employee's accomplishments and contributions to the organization relative to his or her performance expectations, including an assessment of job objectives and associated contributing factors
- Employee self-assessment and other input will assist the rating official in evaluating more fully the employee's performance and results of that performance



Rate Employee Performance



Rating Performance - The "What"

- Each job objective is evaluated based on the employee's accomplishments relative to the employee's stated objectives and measures and the application of the appropriate performance indicators for the pay band

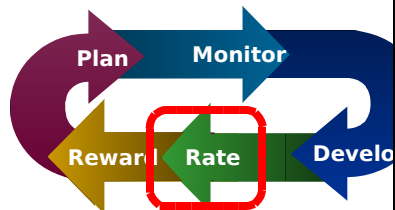


- Rating official will assign rating (1-5) to each job objective
- Objective rating of 1 on any individual job objective results in an overall Level 1 recommendation record

Performance Indicators

General descriptions of levels or thresholds of employee performance used to measure, evaluate, and score an employee's achievement of his/her job objective(s)

Performance indicators are provided at Level 3 and Level 5 for each pay schedule and pay band



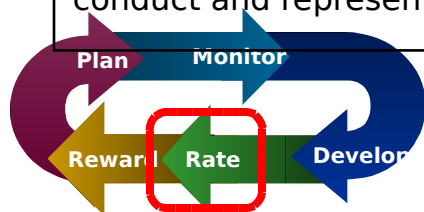
Rate Employee Performance



Performance Indicators

Professional and Analytical Pay Schedule - Pay Band 2

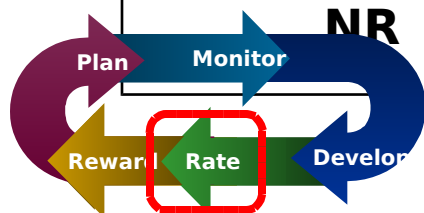
Level 3	Level 5
<ul style="list-style-type: none"> • Completes work that supports mission-related objectives, anticipating and overcoming difficult obstacles by using established methods; ensures completed work is technically sound, accurate, thorough, documented, and meets applicable authorities, standards, policies, procedures, and guidelines. • Plans, organizes, prioritizes, and schedules own work activities to complete assignments in a timely and effective manner and makes adjustments to respond to changing situations. • Demonstrates a willingness to accept and execute new assignments and responsibilities. • Demonstrates high standards of professional conduct and represents the organization effectively. 	<p>Performs all the elements of Level 3 and:</p> <ul style="list-style-type: none"> ▪ Achieves outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level. ▪ Persists in overcoming obstacles and puts forth extra effort to accomplish difficult assignments when demands are very heavy. ▪ Seeks out new responsibilities, assignments, and opportunities to contribute beyond what is expected. ▪ Exhibits the highest standards of professionalism.



Rate Employee Performance



Job Objective Rating	Descriptors
5	Employee exceeded the assigned job objective at a level of performance equal to, or above, the Level 5 performance indicator
4	Employee exceeded the assigned job objective at a level of performance above the Level 3 performance indicator but below the Level 5 performance indicator
3	Employee met the assigned job objective at a level of performance equal to the Level 3 performance indicator
2	Employee met the assigned job objective at a level of performance below the Level 3 performance indicator or needed guidance and assistance beyond that described in the Level 3 performance indicator
1	Employee failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss
NR	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be accomplished due to extenuating circumstances



Rate Employee Performance



Contributing Factor Assessment - The "How"

- Each job objective will be assessed using the selected contributing factor(s) and the applicable benchmark descriptors
- Contributing factors should be considered as a whole, or in the aggregate, as they apply to the job objective
- Job objective ratings may be adjusted only by a total of 1 point based on the assessment of the contributing

Technical Proficiency

Critical Thinking

Cooperation and Teamwork

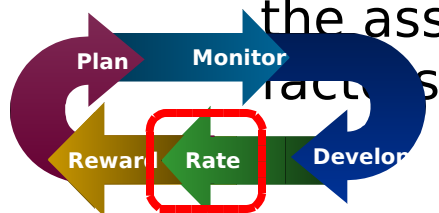
Communication

Customer Focus

Resource Management

Leadership

Rate
"How" -1 0 +1

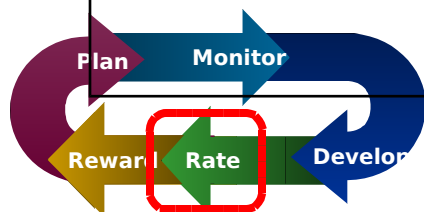


Rate Employee Performance



Contributing Factor Assessment

Contributing Factor Impact	Descriptors
+1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of <u>performance</u> matching or exceeding the <u>description</u> provided in the Enhanced benchmark descriptor(s).
0 (Neutral)	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of <u>performance</u> matching or exceeding the <u>description</u> provided in the Expected benchmark descriptor(s) but below that described by the Enhanced benchmark descriptor(s).
-1	In the execution/accomplishment of the assigned <u>job</u> objective, the employee <u>demonstrated</u> a manner of performance below the <u>description</u> provided in the Expected benchmark descriptor(s).



Rate Employee Performance Sample of a Contributing Factor



CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)

Technical Proficiency

Work Behaviors

- Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities.
- Stays up-to-date in professional/technical specialties.
- Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities.
- Uses appropriate and available technology or tools to perform work activities.
- Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures.
- Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments.

Band 2

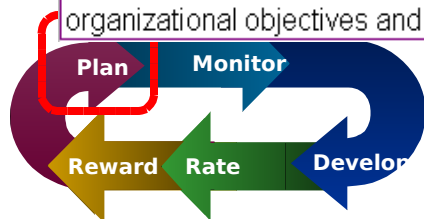
Expected

- Applies substantive knowledge and skills (including use of appropriate technology or tools) to independently perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate.
- Acquires, develops, and maintains relevant job skills through a variety of methods.
- Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance and contribute to work unit performance.
- Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.

Enhanced

Additions at the Enhanced level:

- Applies depth and breadth of knowledge to independently perform well on the most complex or varied assignments at this level.
- Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.
- Is frequently consulted by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.

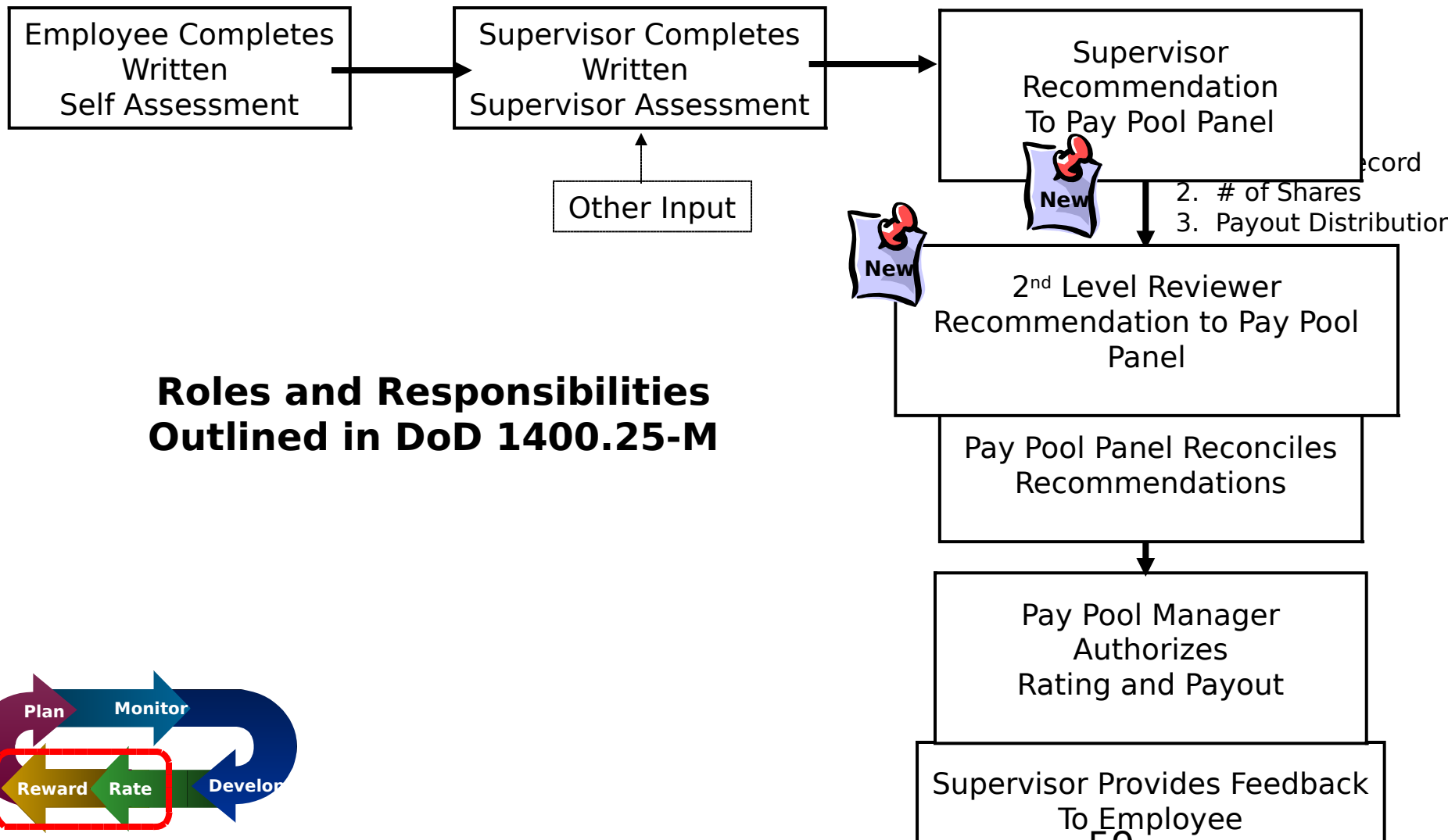


Rate
"How" -1 0 +1

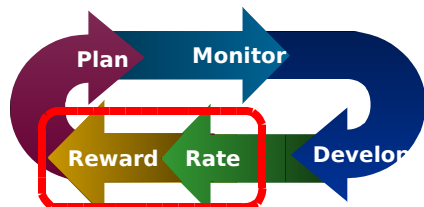
Rate and Reward Employee Performance



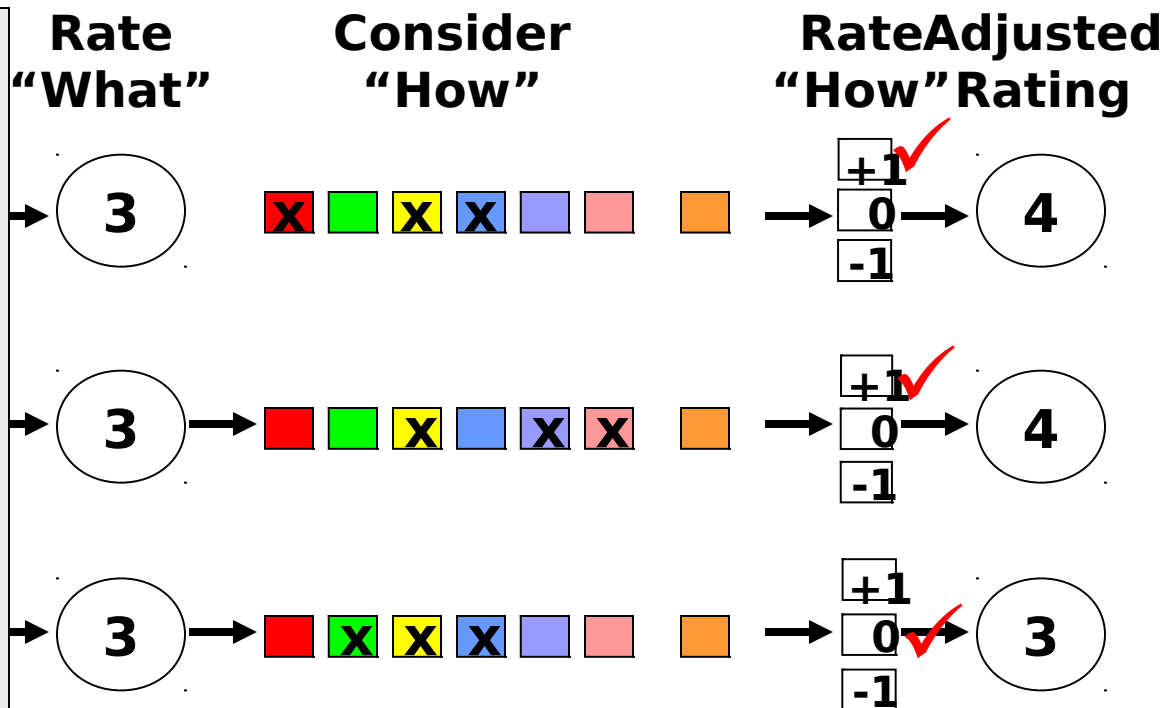
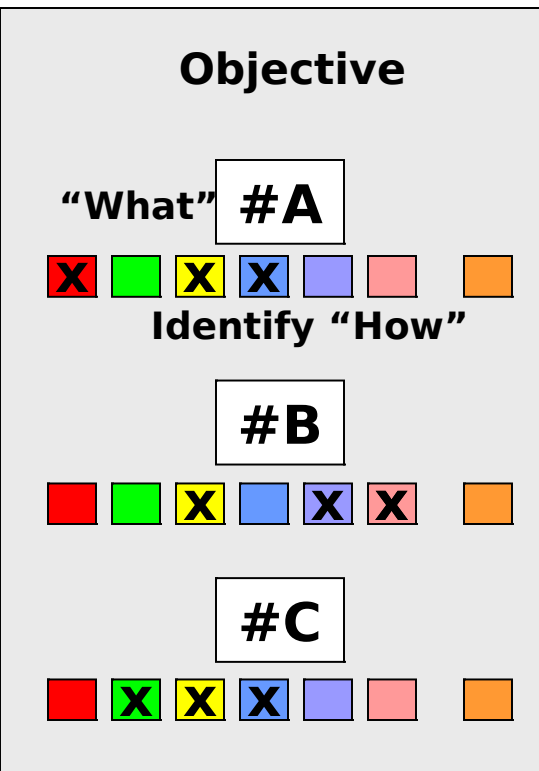
NSPS Performance Rating and Rewarding Process



**Roles and Responsibilities
Outlined in DoD 1400.25-M**



Rate Employee Performance

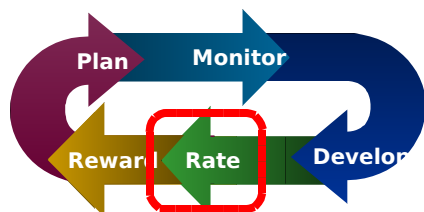


**Overall
Average =
Score**

3.67

**Drives
Payou**

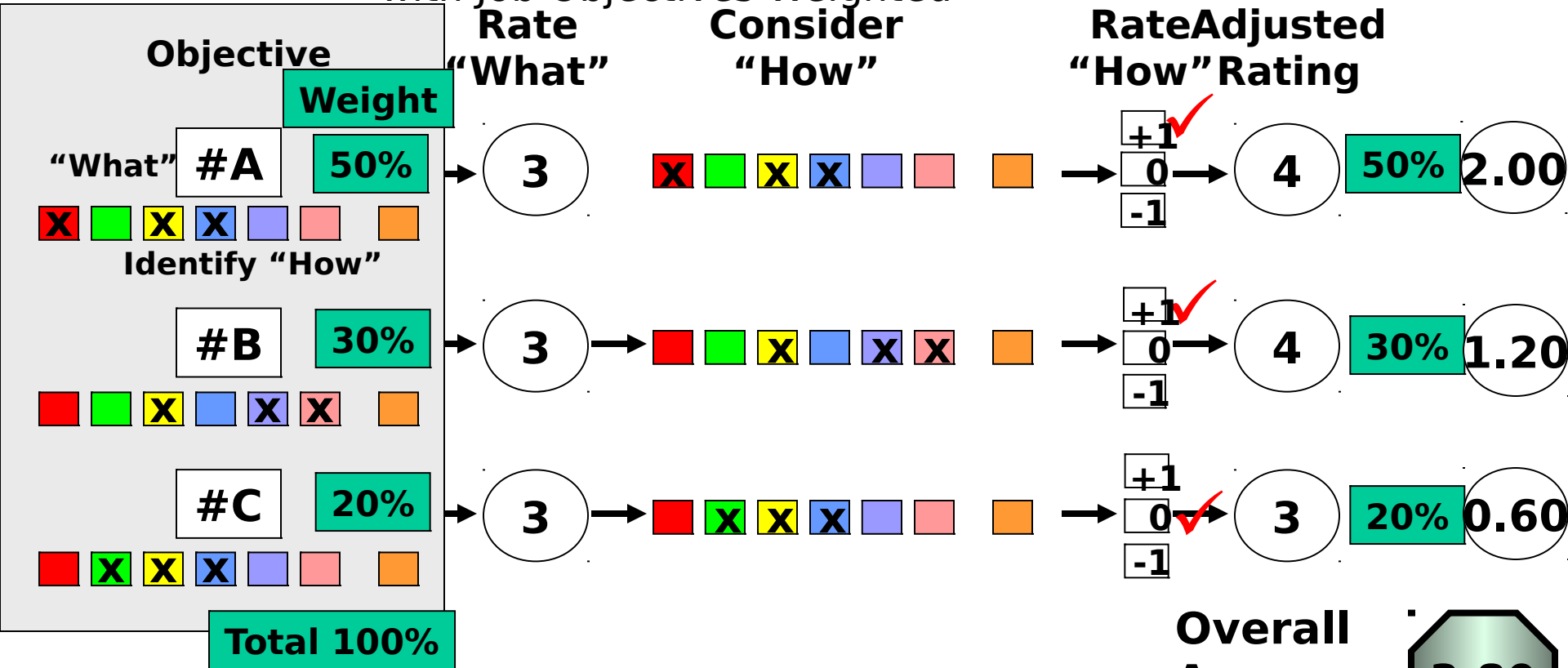
60



Employee Performance



with Job Objectives Weighted

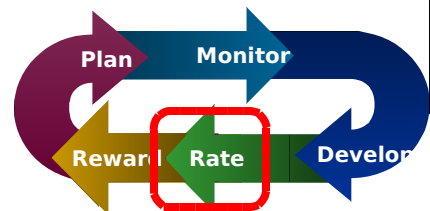


If objectives are weighted, weights will total 100%. No job objectives may be weighted less than 10%

Overall Average Score = 3.80

Drives Payout

61t



Employee Performance



Job Objectives and Contributing Factors

Objective

“What” **#A** **50%**

Identify “How”

X [] X [] [] [] [] []

Objective

“What” **#B** **30%**

Identify “How”

[] [] X [] X [] [] []

Objective

“What” **#C** **20%**

Identify “How”

[] X X [] [] [] []

Contributing Factors

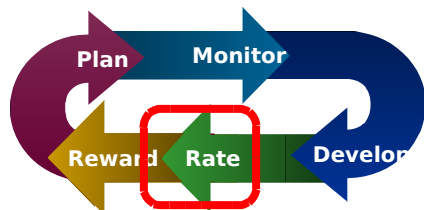
- X Technical Proficiency
- Critical Thinking
- X Cooperation and Teamwork
- X Communication
- Customer Focus
- Resource Management
- Leadership

Contributing Factors

- Technical Proficiency
- Critical Thinking
- X Cooperation and Teamwork
- Communication
- X Customer Focus
- X Resource Management
- Leadership

Contributing Factors

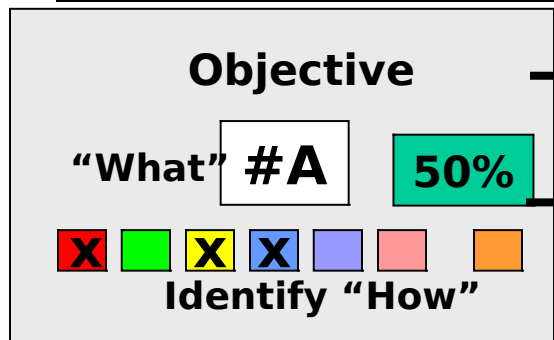
- Technical Proficiency
- X Critical Thinking
- X Cooperation and Teamwork
- X Communication
- Customer Focus
- Resource Management
- Leadership



- Performance expectations in the form of job objectives and contribution factors are described in the performance plan [SC1940.5.7.]
- At least one and generally three to five job objectives [SC1940.5.7.1.]
- Generally no more than 3 contributing factors for each job objective [SC1940.5.7.5.2.]
- Mandatory job objective for supervisor must include the “leadership” contributing factor [SC1940.5.7.5.2.1.]
- “Leadership” contributing factor may be assigned to any employee who is responsible for directing work and developing other employees [SC1940.5.7.5.2.2.]



Rate Employee Performance



Rate "What" #A

Consider "How"

X X X X X X X

Rating

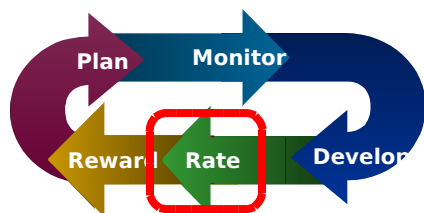
5
4
3
2
1

3

Job Objective Rating	Descriptors
5	Employee exceeded the assigned job objective at a level of performance equal to, or above , the Level 5 performance indicator
4	Employee exceeded the assigned job objective at a level of performance above the Level 3 performance indicator but below the Level 5 performance indicator
3	Employee met the assigned job objective at a level of performance equal to the Level 3 performance indicator
2	Employee met the assigned job objective at a level of performance below the Level 3 performance indicator or needed guidance and assistance beyond that described in the Level 3 performance indicator
1	Employee failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss
NR	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be accomplished due to extenuating circumstances

Performance Indicators	
Professional and Analytical Pay Schedule – Pay Band 2	
Level 3	Level 5
<ul style="list-style-type: none"> Completes work that supports mission-related objectives, anticipating and overcoming difficult obstacles by using established methods; ensures completed work is technically sound, accurate, thorough, documented, and meets applicable authorities, standards, policies, procedures, and guidelines. Plans, organizes, prioritizes, and schedules own work activities to complete assignments in a timely and effective manner and makes adjustments to respond to changing situations. Demonstrates a willingness to accept and execute new assignments and responsibilities. Demonstrates high standards of professional conduct and represents the organization effectively. 	<p>Performs all the elements of Level 3 and:</p> <ul style="list-style-type: none"> Achieves outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level. Persists in overcoming obstacles and puts forth extra effort to accomplish difficult assignments when demands are very heavy. Seeks out new responsibilities, assignments, and opportunities to contribute beyond what is expected. Exhibits the highest standards of professionalism.

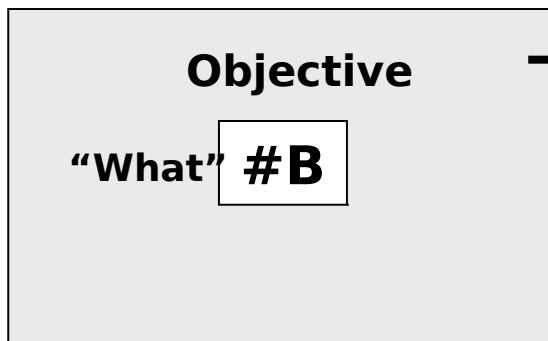
- X Technical Proficiency
- X Cooperation and Teamwork
- X Communication



Rate Employee Performance

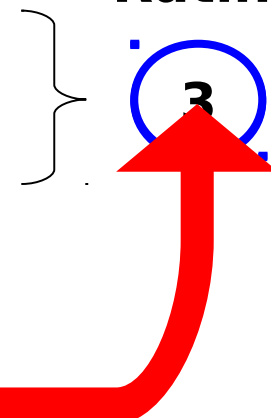


Rating

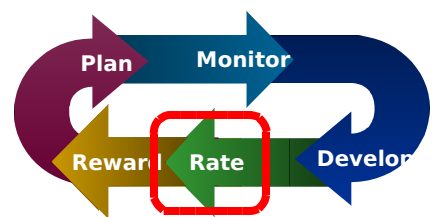


Rate
"What" #B

Job Objective Rating	Descriptors
5	Employee exceeded the assigned job objective at a level of performance equal to, or above , the Level 5 performance indicator
4	Employee exceeded the assigned job objective at a level of performance above the Level 3 performance indicator but below the Level 5 performance indicator
3	Employee met the assigned job objective at a level of performance equal to the Level 3 performance indicator
2	Employee met the assigned job objective at a level of performance below the Level 3 performance indicator or needed guidance and assistance beyond that described in the Level 3 performance indicator
1	Employee failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss
NR	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be accomplished due to extenuating circumstances



Performance Indicators Professional and Analytical Pay Schedule – Pay Band 2	
Level 3	Level 5
<input type="checkbox"/> Completes work that supports mission-related objectives, anticipating and overcoming difficult obstacles by using established methods; ensures completed work is technically sound, accurate, thorough, documented, and meets applicable authorities, standards, policies, procedures, and guidelines. <input type="checkbox"/> Plans, organizes, prioritizes, and schedules own work activities to complete assignments in a timely and effective manner and makes adjustments to respond to changing situations. <input type="checkbox"/> Demonstrates a willingness to accept and execute new assignments and responsibilities. <input type="checkbox"/> Demonstrates high standards of professional conduct and represents the organization effectively.	Performs all the elements of Level 3 and: <input type="checkbox"/> Achieves outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level. <input type="checkbox"/> Persists in overcoming obstacles and puts forth extra effort to accomplish difficult assignments when demands are very heavy. <input type="checkbox"/> Seeks out new responsibilities, assignments, and opportunities to contribute beyond what is expected. <input type="checkbox"/> Exhibits the highest standards of professionalism.



Rate Employee Performance



Rating

Objective

"What" #C

Rate
"What"

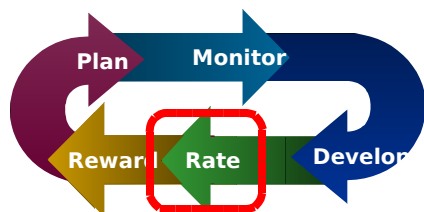
#C

3

Job Objective Rating	Descriptors
5	Employee exceeded the assigned job objective at a level of performance equal to, or above , the Level 5 performance indicator
4	Employee exceeded the assigned job objective at a level of performance above the Level 3 performance indicator but below the Level 5 performance indicator
3	Employee met the assigned job objective at a level of performance equal to the Level 3 performance indicator
2	Employee met the assigned job objective at a level of performance below the Level 3 performance indicator or needed guidance and assistance beyond that described in the Level 3 performance indicator
1	Employee failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss
NR	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be accomplished due to extenuating circumstances

Performance Indicators Professional and Analytical Pay Schedule – Pay Band 2

Level 3	Level 5
<ul style="list-style-type: none"> Completes work that supports mission-related objectives, anticipating and overcoming difficult obstacles by using established methods; ensures completed work is technically sound, accurate, thorough, documented, and meets applicable authorities, standards, policies, procedures, and guidelines. Plans, organizes, prioritizes, and schedules own work activities to complete assignments in a timely and effective manner and makes adjustments to respond to changing situations. Demonstrates a willingness to accept and execute new assignments and responsibilities. Demonstrates high standards of professional conduct and represents the organization effectively. 	<p>Performs all the elements of Level 3 and:</p> <ul style="list-style-type: none"> Achieves outcomes and results that are superior in quality, quantity, and/or impact to what would ordinarily be expected at this level. Persists in overcoming obstacles and puts forth extra effort to accomplish difficult assignments when demands are very heavy. Seeks out new responsibilities, assignments, and opportunities to contribute beyond what is expected. Exhibits the highest standards of professionalism.



Rate Employee Performance



Objective

"What" #A



Identify "How"

Rate "What" #A

Consider "How"



3

0

Adjusted Rating

Contributing Factor Impact	Descriptors
1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Enhanced benchmark descriptor(s).
0 (Neutral)	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Expected benchmark descriptor(s) but below that described by the Enhanced benchmark descriptor(s).
-1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance below the description provided in the Expected benchmark descriptor(s).

+1

-1

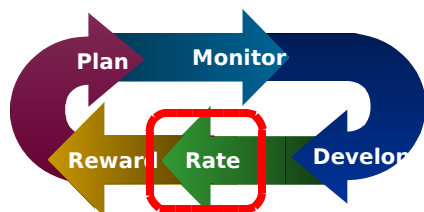
CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)		
Technical Proficiency		
Work Behaviors		
<ul style="list-style-type: none"> - Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities. - Stays up-to-date in professional/technical specialties. - Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities. - Uses appropriate and available technology or tools to perform work activities. - Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures. - Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments. 		
Expected	Band 2	Enhanced
<ul style="list-style-type: none"> - Applies substantive knowledge and skills (including use of appropriate technology or tools) to independently perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate. - Acquires, develops, and maintains relevant job skills through a variety of methods. - Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance and contribute to work unit performance. - Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities. 		Additions at the Enhanced level: <ul style="list-style-type: none"> - Applies depth and breadth of knowledge to independently perform well on the most complex or varied assignments at this level. - Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. - Is frequently consulted by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.



Rate "How"

+1
0
-1

When assessing the contributing factors, supervisors should consider the selected factors as a whole, or in the aggregate, as they apply to the job objective.



Rate Employee Performance



Objective

"What" #A



Identify "How"

Rate
"What" #A

Consider
"How"



Contributing Factor Impact	Descriptors
1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Enhanced benchmark descriptor(s).
0 (Neutral)	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Expected benchmark descriptor(s) but below that described by the Enhanced benchmark descriptor(s).
-1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance below the description provided in the Expected benchmark descriptor(s).

3

+1

4

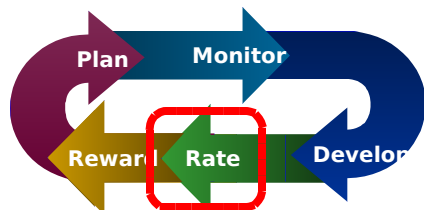
Adjusted Rating

- X Technical Proficiency
- X Cooperation and Teamwork
- X Communication

When assessing the contributing factors, supervisors should consider the selected factors as a whole, or in the aggregate, as they apply to the job objective.

Rate
"How"

+1
0
-1



CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Technical Proficiency	
Work Behaviors	
CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Cooperation and Teamwork	
Work Behaviors	
CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Communication	
Work Behaviors	
Band 2	
Expected	Enhanced
Additions at the Enhanced level:	
<ul style="list-style-type: none"> - Adeptly reads interpersonal interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others. - Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers. - Communicates complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding. 	
<ul style="list-style-type: none"> - Anticipates and strives to mitigate potential conflicts or disagreements. 	

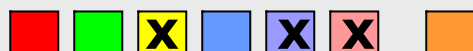


Rate Employee Performance



Objective

"What" #B



Identify "How"

Rate "What" #B

Consider "How"



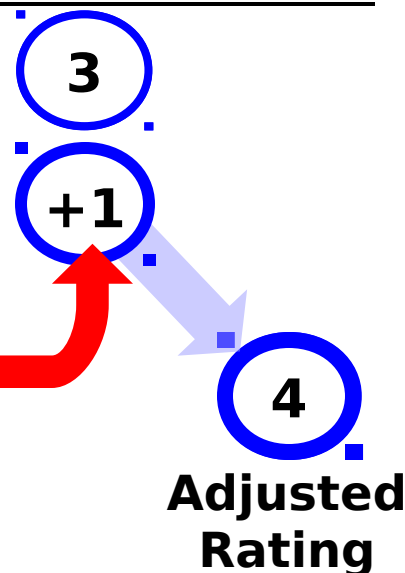
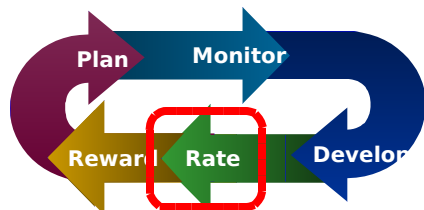
Contributing Factor Impact	Descriptors
1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Enhanced benchmark descriptor(s).
0 (Neutral)	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Expected benchmark descriptor(s) but below that described by the Enhanced benchmark descriptor(s).
-1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance below the description provided in the Expected benchmark descriptor(s).

- X Cooperation and Teamwork
- X Customer Focus
- X Resource Management

When assessing the contributing factors, supervisors should consider the selected factors as a whole, or in the aggregate, as they apply to the job objective.

Rate "How"

+1
0
-1



CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Cooperation and Teamwork	
CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Customer Focus	
CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Resource Management	
Work Behaviors	
<ul style="list-style-type: none"> - Develops and maintains a positive attitude - Respects and values the individual differences of others - Contributes to a safe and healthy work environment - Collaborates effectively with others - Effectively identifies and manages resources - Provides timely, accurate information - Maintains regular communication with others - Discusses expectations and requirements - Responds to questions in a timely manner - Demonstrates knowledge of the resources available to the work unit and the processes to acquire them; identifies and advocates for resources necessary to support and contribute to mission requirements - Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse - Promotes workplace safety and security by demonstrating correct behaviors 	
Band 2	
Expected	Enhanced
Additions at the Enhanced level:	
<ul style="list-style-type: none"> - Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed. - Takes initiative to contribute to resource planning efforts. - Actively assists others in using resources more efficiently. - Suggests flexible and innovative approaches to stretch limited resources. 	



Rate Employee Performance



Objective

#C

Rate
"What"

#C

Consider
"How"



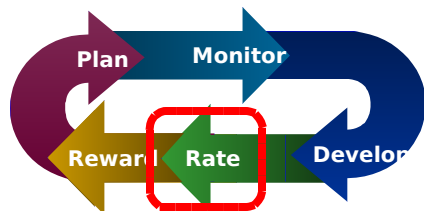
Identify "How"

- X Critical Thinking
- X Cooperation and Teamwork
- X Communication

When assessing the contributing factors, supervisors should consider the selected factors as a whole, or in the aggregate, as they apply to the job objective.

Rate
"How"

+1
0
-1



Contributing Factor Impact	Descriptors
1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Enhanced benchmark descriptor(s).
0 (Neutral)	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance matching or exceeding the description provided in the Expected benchmark descriptor(s) but below that described by the Enhanced benchmark descriptor(s).
-1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance below the description provided in the Expected benchmark descriptor(s).

CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Critical Thinking	
CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Cooperation and Teamwork	
CONTRIBUTING FACTOR (Professional/Analytic Pay Schedules)	
Communication	
Work Behaviors	
Band 2	
Expected	Enhanced
<ul style="list-style-type: none"> - Recognizes issues, collects information, analyzes and integrates, identifies and evaluates, makes sound and timely decisions, identifies and utilizes. - Develops and maintains, respects and values, contributes to organization, contributes to a positive, collaborates effectively. - Identifies information issues; collects needs, efficiently and effectively, identifies emerging patterns, conclusions, identifies and evaluates issues that affect own, makes timely and logical, of complex situations, assistance for unusual, reviews current work, ways to improve efficiency. - Contributes to achieve and flexibly with others, treats everyone fairly, individual differences, shares relevant knowledge, contributes to a positive, trust, and group identity, handles challenging resolves them in a positive, to resolve disagreement level. 	<ul style="list-style-type: none"> - Actively listens and appropriately responds to the questions, ideas, and concerns of others. - Writes in an accurate, clear, concise, well-organized, and timely manner. - Orally communicates in an accurate, clear, concise, well-organized, and timely manner. - Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium. - Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding. - Communicates moderately complex information, concepts, and ideas in an accurate, clear, concise, comprehensive, well-organized, and timely manner; written communications typically require minimal revisions. - Tailors communication style (e.g., language, tone, and format) and customizes communications to meet the audience's needs and level of understanding. - Anticipates and strives to mitigate potential conflicts or disagreements.
Additions at the Enhanced level:	
<ul style="list-style-type: none"> - Adeptly reads interpersonal interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others. - Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers. - Communicates complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding. 	

3

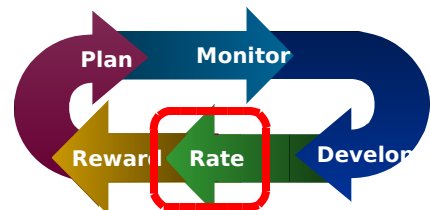
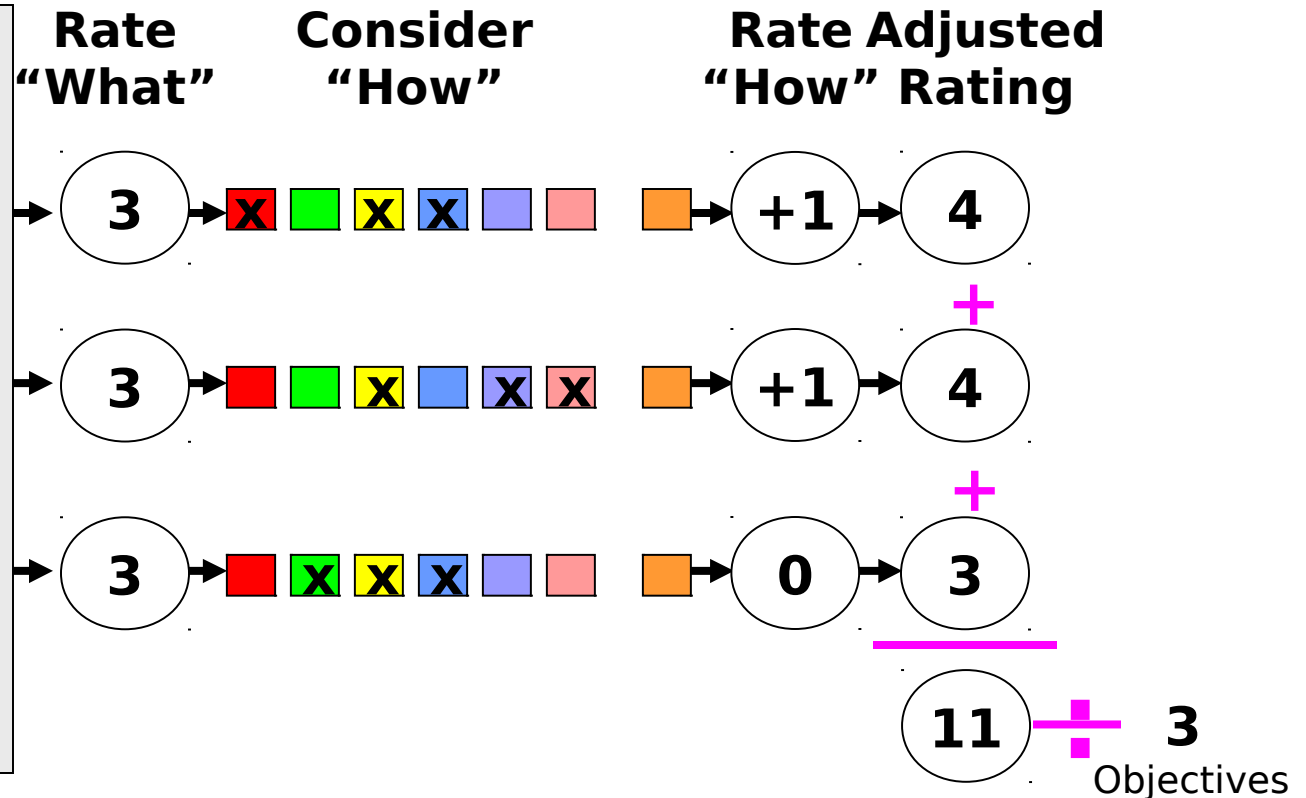
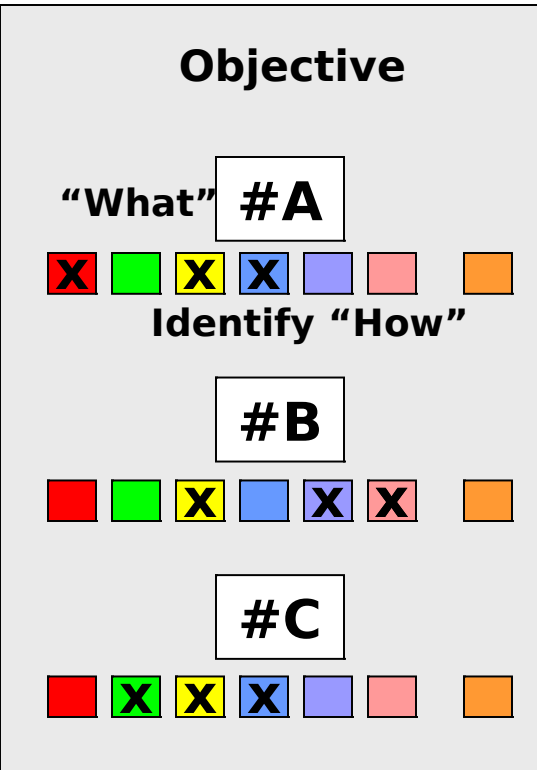
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3

Adjusted Rating



Rate Employee Performance



**Overall
Average =
Score**

3.67

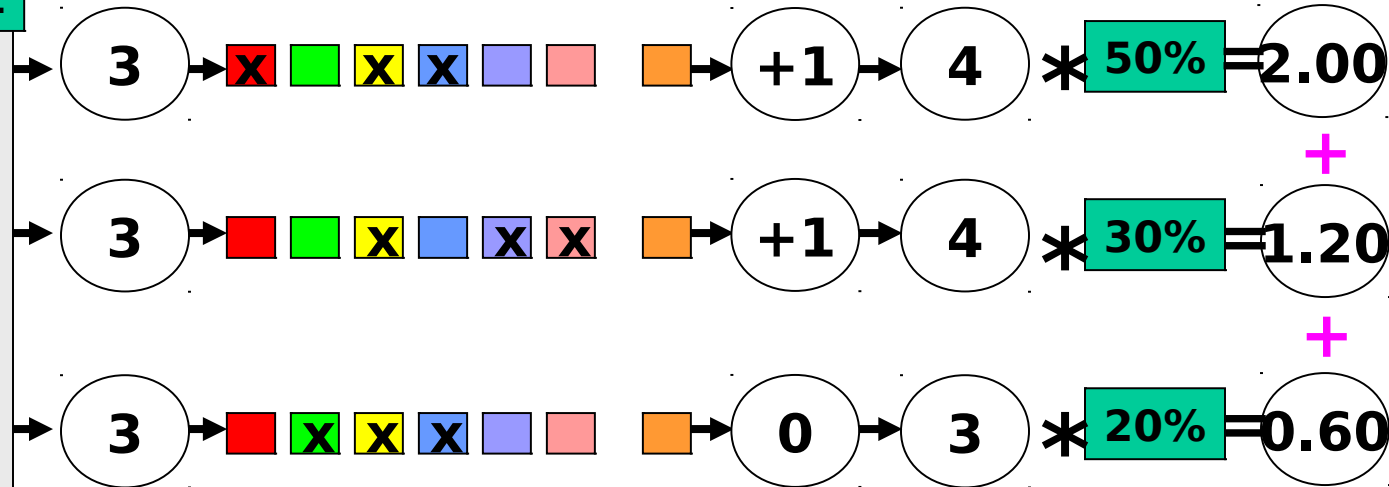


Rate Employee Performance



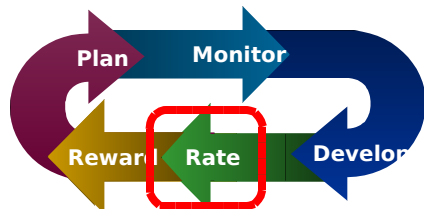
with Job Objectives Weighted
Rate Consider
"What" "How"

Objective	Weight
"What" #A Identify "How"	50%
#B	30%
#C	20%
Total 100%	



If objectives are weighted, weights will total 100%. No job objectives may be weighted less than 10%

Overall
Average Score = **3.80**



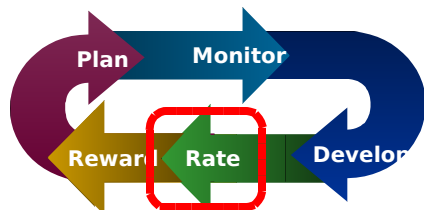
Rate Employee Performance



▪ Recommended Rating of Record

- The recommended rating of record will be the rounded average of the adjusted ratings. When the average is .51 or higher, the rating is rounded up to the next higher whole number. When the average is .50 or lower, the rating is rounded down to the next lower whole number.

Average Rating Range	Rating of Record	Rating of Record Descriptor
4.51 to 5.00	5	Role Model
3.51 to 4.50	4	Exceeds Expectations
2.51 to 3.50	3	Valued Performer
2.00 to 2.50	2	Fair
1 on any objective	1	Unacceptable



Rate Employee Performance

Overall Average Score to
Recommended Rating of Record



Objective

"What" #A

X X X X X X X

Identify "How"

#B

X X X X X X X

#C

X X X X X X X

Overall Average = Score **Rating of Record**

3.67 → 4

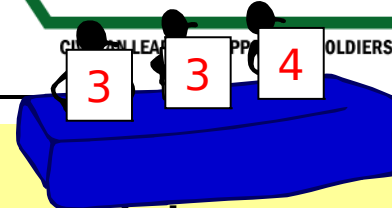
Weighted Job Objectives Overall Average = Score

3.80 → 4

Average Rating Range	Rating of Record	Rating of Record Descriptor
4.51 to 5.00	5	Role Model
3.51 to 4.50	4	Exceeds Expectations
2.51 to 3.50	3	Valued Performer
2.00 to 2.50	2	Fair
1 on any objective	1	Unacceptable

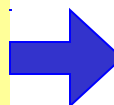


Reward Employee Performance



Supervisor Recommends:

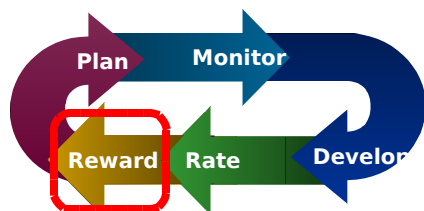
1. Performance rating
2. Number of shares (value estimated)
3. Split between salary and bonus



Pay Pool Panel:

1. Reconciles ratings and shares
2. Reconciles payouts
3. Discusses with leadership to decide how best to handle resulting pay pool surplus or deficit

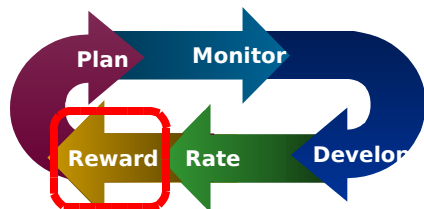
Rating of Record Descriptor	Rating of Record	Shares
Role Model	5	5 - 6
Exceeds Expectations	4	3 - 4
Valued Performer	3	1 - 2
Fair	2	0
Unacceptable	1	0



Reward Employee Performance



Performance Rating	Employees Are Eligible To Receive...
5	<ul style="list-style-type: none"> ✓ Performance Payout <ul style="list-style-type: none"> ✓ Base Pay Increase, ✓ Bonus, or ✓ Combination of both
4	
3	
2	<ul style="list-style-type: none"> ✓ Rate Range Adjustments ✓ Local Market Supplement Increases
1	- No Increases



Payout Decision Points



SHARES

- Based on Rating
- Driven by Share Range
- Considerations may include
 - Complexity of work
 - Overall contribution
 - Organizational success
 - Others*

Rating	# Shares
5	5 - 6
4	3 - 4
3	1 - 2
2	0
1	0

DISTRIBUTION

- Pay increases cannot exceed maximum of pay band
- Considerations may include
 - Current salary
 - Complexity of work
 - Overall contribution
 - Organizational success
 - Local market salary levels
 - Attrition and retention rates
 - Others*

* Share and Distribution Decisions Must Be Consistent With Merit Systems Principles



More! Payout Decision Points



SC1930.7.3. Prior to the first performance payout, Components shall develop plans for managing pay progression and provide copies to the USD P&R.

SC1930.9.5. Subject to any DoD or Component supplemental guidance, pay band control points may be established in order to manage pay progression. The definition and use of control point must be consistent with merit system principles and shall be applied consistently to similar positions in the same pay band and career group within a pay pool.

1	2	3
Entry Level / Developmental	Full Performance Level	Program Manager/Expert
\$25,195 - \$60,049	\$38,175 - \$85,578	\$74,608 - \$124,904



Pay Pool Calculations



	A	B
1	Employees	Base Salary
2	Employee A	\$39,584
3	Employee B	\$42,356
4	Employee C	\$22,453
5	Employee D	\$73,851
6	Employee E	\$62,453
7	Total	\$240,697

C	D	E
Rating	Shares	Salary Share Product
5	6	\$237,504
4	4	\$169,424
5	5	\$112,265
3	2	\$147,702
4	4	\$249,812
	21	\$916,707

G	H	I	J
Base Salary	Shares	Share Value/Share	Empl Perf Payout
\$39,584	6	0.017329422	\$4,115.81
\$42,356	4	0.017329422	\$2,936.02
\$22,453	5	0.017329422	\$1,945.49
\$73,851	2	0.017329422	\$2,559.59
\$62,453	4	0.017329422	\$4,329.10
\$240,697	21	0.017329422	\$15,886.00

8	Payout Factor	6.6%
9	Pay Pool Value Payout	\$15,886.00

10	Total Salary Share Product	\$916,707
11	Share Value/Share	0.01732942

- 1.Total Base Salaries is \$240,697
- 2.Total Base Salaries X Payout Factor = Pay Pool Value is \$15,886
- 3.Base Salary X Shares = Salary Share Product is \$916,707
- 4.Pay Pool Value / Total Salary Share Product = Share Value per Share is 0.01732942 or 1.73%
- 5.Base Salary X Shares X Share Value = Employee A Performance Payout is \$4,116

(Base Pay Increase, Bonus, or Combination of)

This information is subject to change:
Specific Pay Pool operations are still being worked



Reward Employee Performance



▪ Considerations in Determining Share Assignment and Payout Distribution

- Current salary level and complexity of work performed in comparison with others in similar work assignments;
- Performance-based compensation received during the rating cycle associated with promotions, reassignments, or awards.



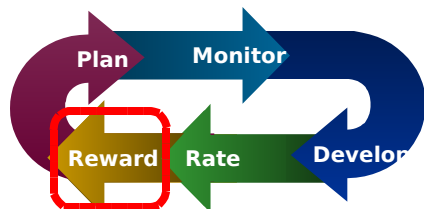
Local market salary levels of comparable occupations in private sector and other government activities;



Attrition and retention rates of critical shortage skill personnel;

- Overall contribution to the mission of the organization; and
- The need to stay within allocated funds.

▪ All considerations must be consistent with Merit System Principles

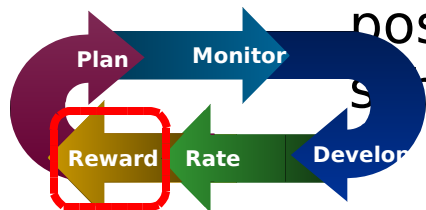


▪ Discretionary Performance Payouts

- Pay pool managers may use appropriate funding sources (not pay pool funds) to provide for discretionary performance payouts



- Recognizes extraordinary performance by individuals and teams/organizations
- Discretionary payouts can take following the form:
 - Extraordinary pay increase (EPI)
 - Organizational / team achievement recognition (OAR)
 - Accelerated compensation for developmental positions (ACDP) [only for Pay Band 1 in select pay schedules]



Funding and Business Rules



Pay Pool Funds

Element 1 - Performance-Based Salary Increase (Historical Spending)
 Element 2 - Rate Range Adjustment Remainder, If Any (SECDEF)
 Element 3 - Performance-Based Cash Award (Historical Spending)

Rate Range Adjustment (SECDEF)
Local Market Supplement (SECDEF)

Discretionary Funds (Optional)

Extraordinary Pay Increase
 (additional increase to base salary, bonus, or a combination)
 Organizational / Team Achievement Awards
 (additional increase to base salary, bonus, or a combination)

Annual Payout

Incentive Award Fund (Title 5 award program, i.e., on-the-spot, special act, time-off, team)

Pay for Developmental Employees - Accelerated Compensation for Development Position

Reserve Funds - Estimated Share Value Under-projection Fund and Pay Pool Reserve Fund

Other Considerations

- Conversion in (Buy-out of Pro-rated Within Grade Increases)
- Setting an Employee's Starting Pay
- Setting Pay Upon Reassignment [employee-initiated may up to 5% one time, management-directed may up to 5% multiple times]
- Setting Pay Upon Promotion [6% to 20%, higher level approval for greater than 20%]
- Setting Pay Upon Reduction in Band (voluntary may decrease or increase up to 5% multiple times)
- Overtime Pay rules
- Recruitment, Relocation, and Retention Incentives

Compensation Funding

Our
Example

Breakdown

Computed for on-board strength as of the end of the rating period,

For example, CRI funding level is 3.30 % of base salaries of on-board strength

Performance Pay Pool

3.30%

Element 1 - Performance-Based Salary Increase (Historical Spending)

0.00%

Element 2 - Rate Range Adjustment (Remainder, if any)

2.97%

Local Market Supplement (SECDEF))

Element 3 - Performance-Based Cash Award

Pay
Pool
Funds

2.50%

Rate Range Adjustment

2.5% GPI

1.00%

Local Market Supplement

1.0% locality

For example, CA funding is at least 90% of 3.30% of base salaries of on-board strength

Payout

Discretionary Funds (Optional)

?

Extraordinary Pay Increase

Organizational / Team Achievement Award

Will split the Award funding between Cash Award and Incentive Award as done today.

Pay Pool
9.77% +

0.33%

Incentive Award Fund (Chapter 45 on-the-spot, special act, time on, etc.)

For example, 10% of 3.30% of CA funding level

Reserve Fund

?

Estimated Share Value Under-projection

Pay Pool Reserve Fund

- Budget for, or Use FY unfilled vacancies
- Must be expended in

same FY

Total Funding
10.10% +

There is no additional / no new money for

Performance Appraisal Application



Automated tool that will aid in:

- Creating performance plans
- Capturing the recommended rating levels
- Capturing the overall rating of each employee



Part of the Defense Civilian Personnel Data System (DCPDS)

- Accessible to employees and supervisors **upon conversion to NSPS**
- Accessed via My Workplace (supervisor/manager) or MyBiz (employee)



Employees may challenge:

Performance rating

Job Objective Rating
5
4
3
2
1

Employees may not challenge:

Performance payout

Number of shares

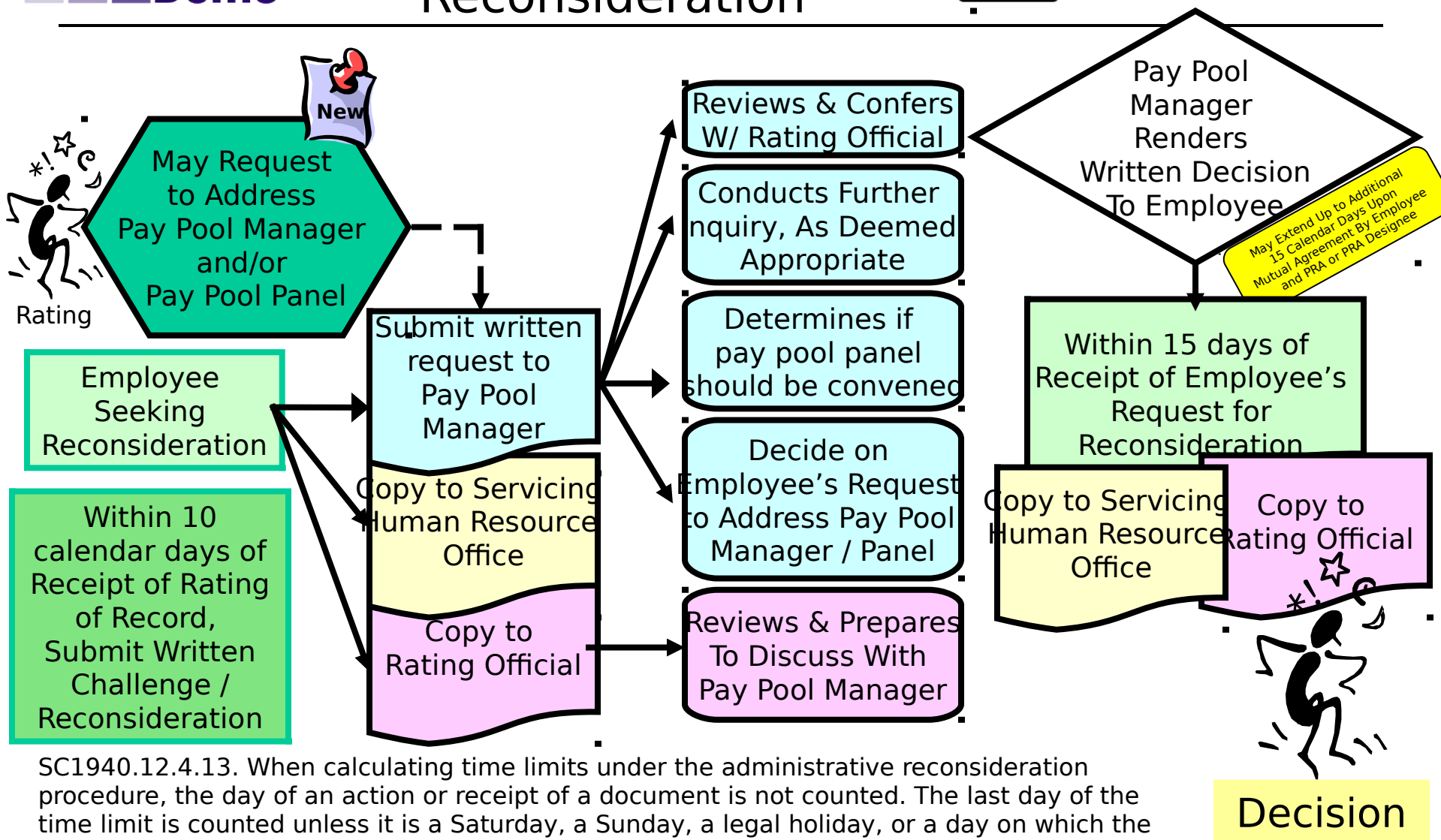
Value of shares

Distribution of payout

- Two avenues to challenge a rating:
 - Administrative reconsideration procedure (available to all employees)
 - Negotiated Grievance procedure (available only to bargaining unit employees)

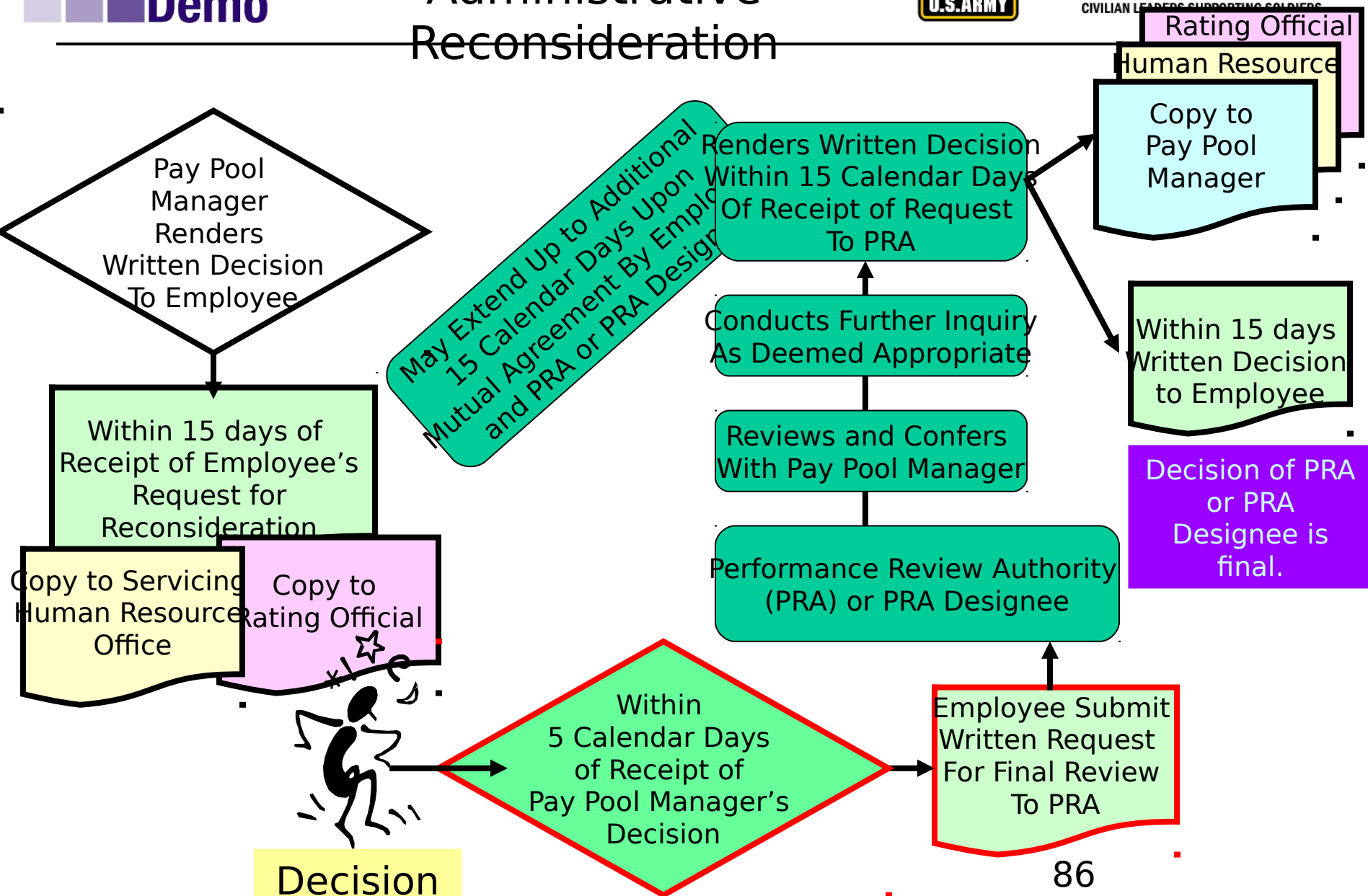
SC1940.12.4.3. Allegations that a performance rating was based on prohibited discrimination, such as race, color, religion, sex, national origin, age, physical or mental disability, or reprisal may not be processed through the reconsideration process, but instead shall be processed through the Equal Employment Opportunity discrimination complaint procedure.

SC1940.12.4 Procedures for Administrative Reconsideration



SC1940.12.4.13. When calculating time limits under the administrative reconsideration procedure, the day of an action or receipt of a document is not counted. The last day of the time limit is counted unless it is a Saturday, a Sunday, a legal holiday, or a day on which the employee is not regularly scheduled to work. In those cases, the last day of the time limit shall be moved to the next regularly scheduled work day. All time limits are counted in calendar days.

SC1940.12.4 Procedures for Administrative Reconsideration



Prerequisites and “bring along requirements:

- Complete NSPS 101 on line <http://www.cpms.osd.mil/nsps/index.html>.
- Read NSPS brochures:
 - Manager/Supervisor: Focusing on Performance
 - Manager/Supervisor: Communicating with Your Staff
 - Employee: Focus on Performance
 - Employee: Communicating with Your Supervisor
- Bring with you to class:
 - Your NSPS conversion career group, pay schedule, and pay band
 - Your current contribution / performance objectives and, if a supervisor, a position requirements document / position description of one of your employees
 - Your organization's strategic plan / goals

Training Schedule To Be Announced



Training Schedule To Be Announced

To Register for NSPS Training ~~Must Register on CHRTAS~~



- **Instructions for using the Civilian Human Resource Training Application System (CHRTAS)**
- **Step 1: Log into CHRTAS by clicking on the following URL address:**
<https://www.atrrs.army.mil/channels/chrtas/default.asp>

If you have any problems, contact HRD 410 306-1203, 1202, or 0185.

- **On left side of screen under Student Functions:**
- If this is the first time you have used CHRTAS, you will need to click on Update/Create Student Profile. If you already have a profile built, click on Prepare Application.
 - ▶ From the middle of the screen where it says "Please sign in below"
- Select Army as your category from drop down menu
Indicate whether you want to sign on using your CAC, AKO, or SSAN/DOB

You will be asked to verify your SSAN & DOB – it is critical that you have this entered correctly in order for CHRTAS to pull information from your profile. Please take time to verify, then click ok. At the next screen you'll need to verify that Army is the proper organization designation – click "Continue". Occasionally there is a glitch in the system and even though you enter your SSAN and DOB correctly you will get an error message. If this happens, call one of the above numbers for assistance.

- **Step 2: Build your student profile** (if you already have a profile, skip to Step 3)
- ▶ At the next screen, complete all the requested information. Make sure you enter the correct email address for yourself and your supervisor, AKO address is preferred. When completed, click on the red "create/update CHRTAS record" button. You should get a message stating that your profile has successfully been updated. If you do not get this message, and your profile reappears on the screen, look for the red error messages and make the necessary corrections.
- ▶ If you have any problems, call HRD 410 306-1203, 1202, or 0185.
- **Step 3: To Prepare Application for a class**
- You'll need to click on "Prepare Application" again.
- ▶ At the next screen, make sure the FY is correct
 - For Region: select 0104 for CHRA-NE Region
 - For course designation: Supervisors select NB7ABS - THIS IS AN EXAMPLE
Employees select NB7ATE - EXAMPLE
- ▶ Click on search
- ▶ Click on the appropriate location
 - ▶ Select the class number for the date you wish to attend. ARBA classes will begin with the letter P for supervisors or D for employees, i.e., P03 is number for supervisor class, 8-9 Aug.
- Your course application is now completed based on information in your profile and information you just entered about the course in which you wish to enroll. Carefully check the application for accuracy and correct or update if necessary.
- ▶ Scroll to bottom of screen and press the red "Submit This Application" button.
You'll get a separate email message confirming your registration. Closer to the class date you'll get reporting instructions, directions, and hotel info (for those who must travel from other sites).

Deployment Timeline



- Sep / Oct / Nov 06 NSPS Training – See Previous Slides
- 30 Sep 06 End Of 2006 CCAS Cycle – **Your Last CCAS!**
- NLT 12 Oct 06 Complete CCAS Employee Self Assessments / Forward to Supervisor
- NLT 31 Oct 06 Complete / Forward CCAS Supervisor Assessments, Recommended Factor Categorical And Numerical Scores to Pay Pool Panel Member
- 1-29 Nov 06 Draft NSPS Job Objectives With Supervisors and Forward to Higher Level Reviewer (or Pay Pool Panel)
- 1 – 10 Nov 06 Panel Members Forward Recommendations To Pay Pool Manager
- XX Nov 06 1st 2006 CCAS Pay Pool Panel Meeting
- XX Nov 06 2nd 2006 CCAS Pay Pool Panel Meeting And Review NSPS Job Objectives
- 11 Dec 06 Optional Interim 2006 CCAS Results Part I
- 7 Jan 07 Effective Date Of New CCAS Payout
- NLT 12 Jan 07 NSPS Job Objectives Approved By Higher Level Reviewer, Sign by Supervisor and Employee
- 21 Jan 07 Conversion To NSPS
- Feb / Mar 07 Pay Pool Management Training
- Jul 07 – NSPS Mid-Point Pay Pool Panel Exercise
- Jul – Sep 07 – Sustainment Training
- 30 Sep 07 or 31 Oct 07 End Of NSPS Rating Cycle
- Oct – Nov 07 – NSPS Pay Pool Panel Process
- 6 Jan 08 Effective Date Of NSPS Payout



- NSPS website:
<http://www.cpms.osd.mil/nsps/>
- Army NSPS website:
<http://cpol.army.mil/library/general/nsps/>
- Army NSPS training website:
<http://www.chra.army.mil/NSPS-training/index.htm>
- Your Civilian Personnel Advisory Center
- Your Transition Manager